

Loaned Executive Management
Assistance Program
Final Report

Fife Police Department

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City of Fife

WASHINGTON ASSOCIATION OF SHERIFFS & POLICE CHIEFS

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Serving the Law Enforcement Community and the Citizens of Washington

June 20, 2012



Chief Brad Blackburn
Fife Police Department
3737 Pacific Highway East
Fife, WA 98424

Dear Chief Blackburn:

RE: LEMAP Review

The Washington Association of Sheriffs and Police Chiefs (WASPC) would like to applaud you and the entire Fife Police Department for taking a step toward excellence by participating in the Loaned Executive Management Assistance Program (LEMAP). WASPC realizes that for an agency to undergo a complete review of its organizational structure there must be desire to provide quality services to the citizens of Fife at all levels of agency staffing.

Accompanying this letter you will find the complete and final report from the LEMAP review of the Fife Police Department. The recommendations made in the report are the collective opinions of the LEMAP assessors. Recommendations reflect the opinions of the evaluators using the information available to them at the time of the review. The LEMAP assessors are available and more than willing to assist you should you have any questions regarding the final report.

The assessment team greatly appreciated the openness and cooperation from the Fife Police Department during the LEMAP review process. The LEMAP assessment team and WASPC hope that you will find the recommendations both practical and valuable to your agency. If you have any questions about the report or need additional assistance, please do not hesitate to contact Michael Painter, Director of Professional Services, at (360) 292-7959 or mpainter@waspc.org.

Sincerely,

M. Barker
Mitch Barker
Executive Director

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**WASHINGTON ASSOCIATION OF
SHERIFFS AND POLICE CHIEFS**



LEMAP

Loaned Executive Management Assistance Program

Review of the

Fife Police Department

INTRODUCTION

The purpose of the Washington Association of Sheriffs and Police Chiefs (WASPC) Loaned Executive Management Assistance Program (LEMAP) is to provide management, consulting and technical assistance to Association members. LEMAP is an opportunity for administrators to receive a professional review of their organization's operations and management systems.

The goal of this LEMAP review is to provide the Fife Police Department with a critical look at the organization through the eyes of peer professionals. The resulting report should serve as a guide to identify areas in need of strengthening and highlight positive and innovative programs and practices. It is hopeful the Fife Police Department may use the information provided from this review to motivate the organization, improve internal and external services, and gain additional community support.

The LEMAP team consisted of the following members:

Eric Olsen is the Chief of Police of the Kirkland Police Department where he has served the citizens of Kirkland since 1988. Eric has served as a Patrol Officer, Corporal, Sergeant, Lieutenant, and Captain. Special assignments have included Field Training Officer, Pro-Act Unit, SWAT, and Traffic Investigation. Eric holds a B.A. degree in History from Crown College (MN) and an MPA from the University of Washington. Eric is also a graduate of the FBI National Academy, Senior Police Management Institute for Police, and the FBI Law Enforcement Executive Development program.

Ron Cameron serves as the Chief Criminal Deputy for the Clallam County Sheriff's Office. He started his police career in 1979 and joined the Clallam County Sheriff's Office in 1985 and in 2006 Ron was named Chief Criminal Deputy and assumed command of all operation related functions of the Sheriff's Office including Patrol, Search and Rescue, Marine Patrol, Investigations, Property Room and command of the Olympic Peninsula Narcotic Enforcement Team. Ron is a Command College graduate as well as a graduate of Washington State Criminal Justice Commission's (WSCJTC) Leading Police Organizations seminar.

Joe Upton serves as the Administrative Commander for the Lacey Police Department where he supervises Evidence, Training, School Resource Program, Grants, Corrections and the Records Division. He is also responsible for accreditation, policy development, budget preparation, and Emergency Management. Joe began his law enforcement career with Lacey in 1992. Since then, he has held the positions of FTO, Detective, Patrol Sergeant, Administrative Sergeant, and for the past five years, Patrol Commander. He has a Bachelor's degree in Psychology from Pacific Lutheran University.

Jeanne Johnson Jacobs serves as the Administrative Support Manger for the Everett Police Department and is an expert in Records Management and Public Disclosure. Jeanne is the public records officer for Everett Police Department and for the Snohomish County Multi Agency Response Team which investigates high level cases throughout Snohomish County. Jeanne served two terms as the Law Enforcement Information Records Association (LEIRA) President,

as the 2011 Secretary for the Washington State Records Officers Association (WAPRO), and is a long time LEMAP assessor for WASPC.

Michael Painter is the Director of Professional Services for the Washington Association of Sheriffs and Police Chiefs. He served 32 years with the Kent Police Department where he retired, as Deputy Chief. Mike has been certified in both state and federal courts as a forensic expert in Patrol Operations and has extensive experience in Investigations, Finance and Budget, Training and he served as the Commander of the Basic Law Enforcement Academy from 1996-1998. He holds a MPA from the University of Washington and is a graduate of the FBI National Academy, FBI Law Enforcement Executive Development Seminar and Washington Command College.

GENERAL OBSERVATIONS

On March 27, 2012 LEMAP team members arrived at the Fife Police Department and were greeted by a Department that was well prepared for our visit and ready for a thorough review of their operation. Over the past 18-24 months the Fife Police Department has been the focus of local media attention as a result of indiscretion and alleged misconduct by supervisors and a detective. Every employee that was contacted over the next two days was forthcoming and proud to be members of the Fife Police Department team. The LEMAP team discovered a department where some members are embarrassed by the poor choices made by some of their former co-workers, but the majority are dedicated professionals who are motivated and ready to move forward and put the past behind them.

The City of Fife is a suburban city with a Police Department that has 31 sworn and 26 civilian employees. The population of Fife is 9,400; however, due to the influence of the Port of Tacoma and the large industrial areas surrounding the City, business hours/daytime population often exceed 33,000. Officers respond to approximately 9,500 dispatched calls per year and they initiate another 5,500 police contacts that include traffic stops and social contacts. Clearly Fife Police Department officers are highly motivated and work hard to provide a quality police service to the community.

The Police Department General Fund budget is \$7.2 million of which \$5.8 million is direct and indirect costs related to personnel. Officers have personally assigned vehicles that are very well equipped with contemporary police equipment and supplies. The Department uses reserve police officers. Fife PD operates their own dispatch center and municipal jail. These ancillary functions were not part of this LEMAP assessment.

The Fife Police Department is led by Chief Brad Blackburn who has served as Chief since 2006. Chief Blackburn was preceded by a Chief whose tenure was less than two years and also by Chief Jim Paulson who served the City for over 35 years, 25 of which as Police Chief. Chief Blackburn served as Interim Chief following the departure of his immediate predecessor and eventually accepted the full time position when offered to him. Chief Blackburn has promoted an Assistant Chief (2008) and Commander (2009), both of which came from outside Fife PD. The LEMAP team was asked to review the organizational structure of the Department; suggestions, that are not part of this report, were provided to Chief Blackburn.

Most employees interviewed, including supervisors and command staff, expressed varying levels of frustration with the operation of the Department. Criticism ranged from a feeling of no accountability and favoritism to a feeling that the Department is languishing and lacks purpose and direction. As the LEMAP team drilled into the source of this criticism it was clear that many of the organizational challenges revolve around a lack of communication and a sense that authentic staff input is not invited or welcome. To his credit, the Chief has brought in an outside consultant that is currently facilitating dialog to improve this important aspect of 21st century organizational management.

The aging facility is becoming a limitation for the Department. Specifically, the training/briefing room adjoins the report writing area, evidence packaging area, and evidence tech's office which can interrupt briefings and trainings. The exercise/weight room building is available for use by all City employees and is located inside a secure police parking area. The combination of location and access to other City employees could potentially raise security questions because of close adjoining access to the Police Department and evidence area through secure doors at the back of the building. Video monitoring of the inside of the building is limited to the jail intake, the jail desk area and one interview room. Outside video monitoring appears adequate. All staff that was interviewed commented that the Department is cramped for space.

The Department is currently functioning with the use of a Policy Manual that was created in 2001 and incorporated earlier versions of Fife PD policies. Because it is badly outdated, everyone, including Department members, understands that it must be replaced or updated because it clearly is the source of many operational problems. Plans are underway for the Department to purchase and adopt the Lexipol system. This purchase is prudent but as with every agency that has adopted Lexipol the challenge is institutionalizing the intent of each policy through a deliberate implementation plan that has a robust training component. Chief Blackburn has indicated a strong desire for the Fife Police Department to become accredited. Lexipol is a solid foundation from which to work from for accreditation, but thoughtful accountability for the content of each chapter must rest with staff that is invested in the implementation of a successful policy manual.

As with many police departments the size of Fife PD, 24/7 supervisory coverage is an ongoing challenge. The LEMAP team encourages Chief Blackburn to invite Department participation to evaluate and resolve this shortcoming. A city the size of Fife that is home to a popular casino, has an active transient population, a violent crime index that leads other peer agencies and which adjoins a large and very active city like Tacoma, must have 24/7 supervisory coverage. The Department has recently changed from 12 hour shifts to a 4/10 work schedule in an effort to resolve several different operational challenges. The LEMAP team encourages thoughtful dialog that hopefully yields a creative and effective solution to eliminate this operational gap.

Two important, and often vulnerable, components of any Police Department are Records and Evidence. Fife PD's current Evidence Officer is a long-term employee that has announced plans to retire by the summer of 2012. Although bureaucratic, the evidence processing, storage, and disposition protocols appear to be working well. Several problems were located in the Records section that involve tasks related to the intake of small sums of cash to fees charged for public

records requests. The LEMAP team believes that many of these problems relate to a dated policy manual and should be remedied with installation of Lexipol and suggested staffing adjustments. The Fife Police Department is strong and effective and has survived because it has hardworking professionals that care about the work they do. As the Department moves forward the LEMAP team encourages the following sequence of events in hopes that every employee will feel valued, and rewarded as part of a premier police department.

1. Complete the LEMAP assessment;
2. Install Lexipol or promptly initiate a complete revision of existing policy;
3. Use this LEMAP as a starting point to complete accreditation;
4. Initiate a Strategic Planning process that involves Department and community members.

The key to moving the Department forward has little to do with staffing—it has everything to do with fostering a climate where employees are involved and feel a sense of ownership in organizational success. The Chief, and the Fife PD leadership team, should invite and involve all members of the Department as they rebuild the organization and promote transparency through trust and responsibility—which is the foundation from which progressive police organizations function.

SECTION 1—ADMINISTRATIVE STANDARDS

Chapter 1—Goals and Objectives

WASPC Accreditation standards for this chapter include:

- 1.1.1 *The Department has written vision and mission statements that defines the Department's role; and*
- 1.1.2 *The Department has written goals and objectives that are reviewed and updated at least annually and are available to all personnel.*

Findings:

The Mission Statement of the Fife Police Department reads as follows: "We are committed to partner with our community to create a safe city by providing the highest level of police services." The Organization Values reads as follows:

- **Respect**—Treating everyone with dignity, empathy, and fairness
- **Integrity**—Service that demonstrates honesty, professionalism, and dedication in all actions
- **Fairness**—Consistent, ethical and impartial treatment of everyone
- **Service**—Proactively respond to the changing needs of the community and Department through open communication, accountability, and professionalism

The Department has done a good job of keeping the mission statement and the Department's values visible to members of the organization. The mission and values were posted around the police department facility and are also listed on the agency web site.

The Department does not have a vision statement. The closest thing to a vision statement is the "Department Goal" found in Policy and Procedure Manual (2.00.02). It simply states, "To protect and serve," as the essential purpose of the Fife Police Department. The Department PROTECTS the rights of all persons within its jurisdiction to be free from criminal attack, to be secure in their possessions, and to live in peace. The Department SERVES the people of Fife by, performing the law enforcement function in a professional manner, and it is to these people that the Department is ultimately responsible."

The Chief and Assistant Chief review the goals and objectives of the Department on an annual basis. The outcome of this review is electronically communicated to members of the Department, city staff, and community members.

The Department has never had a strategic plan. However, they are currently working towards a collaborative process that will help crystallize operations and decisions that will guide the Department into the future. Anticipated outcomes of this process include the installation of the LEXIPOL policy and procedure manual, completion of the LEMAP study and attaining WASPC accreditation.

Recommendations:

- 1.1 The Department should complete a strategic planning process sooner rather than later. This strategic plan should include input from members of the Department, city staff, City Council members, and various community stakeholders. The plan should clearly identify specific objectives the Department needs to accomplish in the next five years.
- 1.2 Create an annual report. The report should clearly state the mission statement, values, vision, and major accomplishments of the Department over the past year. In addition, it should include basic crime statistics, budget information, and positive commendations of those who were promoted or received awards of note.
- 1.3 Currently there is no direct relationship between the Department's mission statement and performance evaluations. Consider directly linking these together. Include the text of the mission statement in every evaluation and have supervisors go over it during the annual evaluation process with employees.
- 1.4 Create clear written annual goals and objectives. Review them during the first quarter of the subsequent year and communicate accomplishments of the Fife Police Department to all employees on at least a semi-annual basis.

Chapter 2—Role and Authority

WASPC Accreditation standards for this chapter include:

- 2.1.1 *The Department requires all law enforcement personnel to take and abide by an Oath of Office;*

- 2.1.2 Statutory authorization exists for the Department to perform law enforcement services by local ordinance;
- 2.1.3 The Department has policies specifying legal requirements and procedures for any physical arrest completed with or without an authorized warrant;
- 2.1.4 The Department has policies assuring compliance with all applicable constitutional requirements for in custody situations;
- 2.1.5 The Department has policies governing search and seizure;
- 2.1.6 The Department has policies for conducting strip and/or body cavity searches;
- 2.1.7 The Department has policies and procedures concerning the arrest or detention of foreign nationals.

Findings:

The Department requires all sworn law enforcement officers to take and abide by an oath of office prior to assuming sworn status. The oath affirms that the officer will enforce the laws of the State of Washington and the City of Fife and will uphold the Constitution of the United States and the Constitution of the State of Washington.

Chapter 23 of the Operations Manual also directs officers to advise suspects of their constitutional rights when in custody and warns against coercion. This policy outlines issues relating to Miranda, providing detainee's access to legal counsel and strip searches. It does not appear that Fife PD has a policy provision that covers the arrest of foreign nationals.

Recommendations:

- 2.1 Policies in this section are primarily covered in Chapter 23 of the Policy and Procedure Manual. Given the critical nature of activities surrounding individual rights, the Department should consider initiating legal update training for all police officers and employees who may encounter criminal procedure issues. Changes in case laws can impact the policies found this chapter and annual refresher training can be helpful. Training of this nature can be facilitated by prosecutors handling misdemeanor cases for little or no charge.
- 2.7 Develop and implement a policy that clearly outlines officer and Department responsibilities when handling foreign nationals.

Chapter 3—Use of Force

WASPC Accreditation standards for this chapter include:

- 3.1.1 The Department has policy directing personnel to only utilize that force necessary to effect lawful objectives and authorizing use of force options and their appropriate application;
- 3.1.2 The Department has policy stating Washington State Peace Officers shall only utilize deadly force when necessary and justified to effect lawful objectives;
- 3.1.3 The Department has policy governing the use of warning shots;

- 3.1.4 The Department has policy governing the use of less-than-lethal weapons;
- 3.1.5 The Department has a policy requiring the request of appropriate medical aid after the use of force by personnel when an injury is known, suspected or is alleged;
- 3.1.6 The Department has a policy requiring personnel to submit a use of force report to the Chief Executive or designee when a firearm is discharged or personnel take any action that results in injury to another person;
- 3.1.7 The Department has a formal response in place to investigate and review officer-involved shootings;
- 3.1.8 The Department has a policy that addresses authorized weapons and ammunition.

Findings:

Use of Force training, policies and customs are one of the most important areas of any police agencies core function. It is often the source of community outcry and civil litigation and therefore must be guided with clear, specific direction and continuously monitored.

Fife PD's Operations Manual, Chapter Three, addresses "Law Enforcement and Authority," to include everything from "Authority and Command structure" to "Use of Force" to "Roadblocks." Unfortunately, and as with many aspects of the current Policy Manual, some of the more critical standards are vague, dated, and contain typographical errors. It appears the policies may have been copied from other sources.

The following is a list of policy standards that need immediate attention, with or without the purchase of Lexipol.

OP 3.02.08 Special Weapons—This policy is vague and groups sniper rifles, automatic weapons, explosives, and tear gas into one group. The policy would be best written if it were more specific and eliminated general labels such as sniper rifle, explosives, and tear gas. Policy should also clearly define what special weapons are currently authorized and ensure that proper training is complied with.

OP 3.02.09 Training—This policy clearly states that all officers will be required to receive training prior to being authorized to carry any weapon. However in interviews, it was mentioned by several officers that officers have been allowed to carry weapons prior to having qualified with them. Reason given, was that officers are allowed to use their own (purchased) weapons and at times they want to place their weapon into service prior to a qualification date. If true, this practice needs to cease immediately.

OP 3.03.00 Neck Holds—Any reference to "neck holds" should be deleted and replaced with the term "vascular neck restraint." Additionally, ongoing training and certification for this perishable skill must be provided and documented.

OM 3.05.99 Firearms and Ammunition—Policy is vague because it requires officers to only carry firearms and ammunition authorized by the Department. More detail is needed on what weapons and ammunition are authorized and a clearly defined process on how weapons and

ammunition are authorized including the authorizing authority. The LEMAP team could find no documentation identifying what ammunition was currently authorized.

OM 3.05.10 Department Issued Firearm—Policy states that the current Department issued firearm is a .45 caliber Glock Model 21. However, officers interviewed stated they had not, carried or been issued a Model 21 “in years.” Instead, the Department issues a Glock Model 35.

OM 3.05.08 Rifles—Officers are allowed to purchase and carry their own rifles while on duty. Policy lists criteria that must be met prior to doing so, such as:

- Having completed their third year of employment with the Department.
- Weapon must be a “quality” weapon. But does not define what “quality” is.
- The rifle can be of .223 caliber to a maximum of .308.
- When carried, it must be kept in the trunk of the vehicle.
- All rifles and accessories will be at the expense of the officer.

The above practice should be reconsidered, reviewed, updated, and complied with. According to officers interviewed, some had never seen the policy and most admitted that some sections of the policy are rarely complied with.

OM 03.06.00, 03.06.01, 03.06.02 Firearms Proficiency, Qualification, and Failure to Qualify—These policies state that all sworn personnel will, prior to use or possession of a Department issued firearm, demonstrate proficiency in the use of that firearm and pass a qualification on an annual basis. Should the officer fail to qualify they must re-qualify within thirty days. Failure to re-qualify a second time will be dealt with administratively. Officers interviewed stated that not everyone qualifies once a year as required by policy. Also, members of command staff have not qualified per policy.

OM 03.07.02 Investigation—This policy states, “Incidents involving the shooting of a person or the use of force as stated in 3.07.00 will be investigated as an internal investigations matter. . .” Until determined otherwise, during the initial stages of an application of deadly force investigators must be mindful of both criminal and internal considerations.

OM 03.08.00 Reporting Use of Force – Subject Resistance Report—A general report will be issued when an officer uses force. This is reviewed by the supervisor, and if deemed necessary, forwarded up the chain of command. The Department should develop a “Use of Force” report that is completed whenever any defined use of force is used. The report should be reviewed by a supervisor and forwarded up the chain of command for review. An overarching annual use of force summary should be generated along with an analysis to determine if there are any patterns of use and training needs identified. This document can be one aspect of an early warning system.

OM 03.11.03 Direct Observation Required—The word “restrained” is omitted and the word “retrained” is in policy. This is a critical policy that needs to be corrected.

OM 03.12.00 Ramming with a Vehicle—The word “loose” is used instead of “lose” when referring to “lose control.” This is pointed out as an example of why the policy manual needs to be rewritten.

Recommendations:

- 3.1 The Fife PD policy manual section that addresses Use of Force covers a wide variety of highly sensitive subjects in a broad, sweeping manner. These subjects may be better served if broken down into smaller, more specific chapters that provide clear direction on standards and expectation of employees.

Continued use of the current manual places the Department at significant risk. The manual has not been maintained; therefore, it would be difficult to enforce various policies to ensure accountability among members of the Fife Police Department. More important, an outdated use of force section provides confusion and inconsistency in an area of police operations that demands clarity. Hopefully, the installation and training of Lexipol will clean up this critical area of police operations.

Chapter 4 Management, Staffing, Organization and Utilization of Personnel

WASPC Accreditation standards for this chapter include:

- 4.1.1 *The Department has protocol and procedures for Officer in Charge and exceptional situations;*
- 4.1.2 *The Department requires personnel to obey lawful orders of superior officers;*
- 4.1.3 *The Department reviews Pursuits, Use of Force events, and Internal Investigations.*
- 4.1.4 *The Department has a system of written directives.*

Findings:

The Fife Police Department Operations Manual, Chapter 7, defines the Department's organizational structure. In addition, the Department also maintains an organizational chart by function. Chapter 7 clearly describes the command protocol for supervision of major events. Chapter 8 of the Operations Manual identifies the Chain of Command as Chief, Commander, Sergeant, Detective and Officer. This does not accurately reflect the current organizational structure and is another important aspect of the Fife PD operation that needs to be updated.

The Department has a process that governs the management and review of traffic pursuits, use of force review, and internal investigations. However, the LEMAP team did not find any evidence that these reviews are formalized, routed to the Chief, or used as a component of an early warning system.

Organizational Structure

The Fife Police Department Administrative Division currently has a Chief, Assistant Chief, Commander, and Confidential Secretary.

The commissioned supervisors consist of four Lieutenants, assigned to Patrol, one of which is currently serving as an "Acting" Lieutenant. In addition, the Investigations Division is supervised by a Lieutenant. The experience level of Lieutenants ranges from 10+ years to a newly promoted probationary Lieutenant. Upon talking to two of the Lieutenants, it is clear that there is a desire for additional first line supervisory training with emphasis on topics of coaching, counseling, holding subordinates accountable and progressive discipline. There appears to be a disconnect in this area because the Chief indicated that he solicits Department members for advanced training requests and he normally only receives 2-3 per year and they are rarely from supervisors.

Sixteen officer positions are assigned to Patrol. Of those positions 14 are filled and two are vacant. Two of these positions are K9 officers. An additional position exists on the organizational chart but it appears the city has not funded it. Experience among the patrol officers ranges from 15+ years to officers currently on probation and still learning the job.

There currently are five officers assigned to Investigations, one of whom is assigned to a Drug Enforcement Administration (DEA) Task Force. Investigations are supported by a unit clerk that has a wide range of responsibilities related to investigations. The individual serving as clerk has a broad range of experience and responsibilities and may be under-utilized.

The Department has no designated Traffic Unit but two officers have advanced training as Commercial Vehicle Enforcement officers (CVEO). The CVEO's work periodically in that role and given the large amount of truck traffic, the LEMAP team recommends that consideration be given to increasing the frequency of enforcement or emphasis events (see chapter 16).

The Department also has one School Resource Officer (SRO), an Evidence Officer, two Police Specialists who primarily oversee the red light camera program and a Corrections unit consisting of a Sergeant and eight Corrections Officers. The Department has a strong Police Reserve Program that works well at supplementing the staffing needs of the Fife Police Department.

Leadership

The Fife Police Department has experienced significant changes in leadership over the past 10 years. Chief Blackburn has been Chief for approximately six years and is a career Fife PD Officer that has risen through the ranks. His passion for Fife PD is evident. Chief Blackburn is well thought of by the employees who were interviewed. They respect him, but at the same time, wish he would take a more active role in being the leader of the organization. They are looking to him to bring what they feel are some needed changes to the Department.

In addition to the Chief, the Department senior leadership team consists of Assistant Chief Mears and Commander Floyd. Based on interviews of staff, it is apparent that the Department has not made adequate investment of time and energy in developing and mentoring the senior leadership team. The following are observations derived from interviews with members of the Department by LEMAP team members.

Chief—The Chief is a long time Fife Police Department member. Since his promotion to Chief, from Assistant Chief, he has maintained the status quo of the Department. Officers referred to the Chief as a good officer, but he appears to struggle as Chief. Some members of the Department feel that Chief Blackburn is viewed more as a manager than a leader. Most Department members interviewed stated that they would like Chief Blackburn to take a more substantial role in directing the future of the Fife Police Department. This will involve him becoming more visible and engaged with all employees.

Having said this, most of the officers acknowledge his efforts and are willing to comply with his direction because they like him and want him to succeed. Officers are aware that the Chief is concerned about leadership succession but recognize he needs to take a more active role in developing internal talent. Members appreciate the fact that he has tried to maintain positive morale, generated community support for the Department and is building bridges with other law enforcement agencies in Pierce County.

Assistant Chief—The Assistant Chief is considered a leader within the Fife Police Department. Among his subordinates he is viewed as being a strong manager and tactically sound. Three of the five lieutenants interviewed offered quotes such as: "He is extremely competent," and, "The Assistant Chief is running the Police Department." However, one Lieutenant had a differing opinion. When questioned he stated, "The Chief gets accused of many things, not all are accurate," and, "The Assistant Chief and the Chief are opposites, the Chief is community oriented and the Assistant Chief is tactical." The Assistant Chief has overhauled the Fife PD training program which has been very well received.

The patrol officers were not as vocal as the Lieutenants in their comments about the Assistant Chief; however, there was a common theme expressed from those interviewed. From their perspective the Assistant Chief is the type of strong leader that can complement the Chief and is who he needs to assist him in managing the Department. Most staff that were interviewed indicated that bringing the Assistant Chief to Fife PD was the best move the Chief has made.

Commander—The Commander position is one that should be reevaluated to assess if it truly accomplishing what it is designed to do. The individual in this role is universally well liked by those interviewed by the LEMAP team. However, the manner, and process, used to bring him into the Department has clearly hurt his leadership potential and the LEMAP team is uncertain if he can recover with subordinates. Currently, the Commander acts as the Public Information Officer (PIO), oversees Emergency Management, Fleet/Equipment, and also supervises parts of the Patrol Division and Communications. The current organizational structure and function clearly does not work and needs to be thoughtfully adjusted if the Department wants to move forward.

Lieutenants—The Lieutenants possess varying levels of supervisory experience. The general perception among officers is that the Lieutenants are competent in the assignments they are tasked to do; but, lack the skills necessary to be effective supervisors and trusted leaders. Several employees indicate that some of the Lieutenants have not transitioned from officer because of their ongoing activity and affiliation with line officers through union activities. Further training, mentoring and assignment of broader responsibilities may remedy this. Department members

describe the skill set of the current Lieutenants from little experience (probationary) to one lieutenant that is well positioned to be the next Assistant Chief. What was particularly alarming to the LEMAP team was that several of the Lieutenants were described by their subordinates as slow to make decisions, hesitant to get involved and not possessing the will to properly supervise and mentor officers to reach their potential.

Future development of managers and supervisors in the Fife Police Department is a critical need that must begin immediately. The Assistant Chief must continue to be a strong leader who is able to assist the Chief in guiding, directing, and mentoring subordinates. The Chief should also conduct an analysis of each Lieutenant's ability to supervise and lead. Once the analysis is complete, steps should be taken to properly train, possibly transfer into different assignments, and mentor to allow the Lieutenants to be more successful first line supervisors.

Allocation of Personnel

Currently, most officers are assigned to Patrol. Due to staffing shortages caused by unfilled positions, two patrol positions remain vacant and one additional position is unfunded. In a Department the size of Fife PD, these unfilled positions have caused significant difficulties in attempting to maintain minimum staffing and supervision levels on patrol shifts.

Other duties and assignments vary within the Department. The SRO position should be evaluated to ensure that it is meeting the needs of the Department and the school district. The police reserves are currently used to supplement commissioned staff. Their contribution to the Police Department is significant; however, in order to give them a more rounded and realistic policing experience the LEMAP team recommends a more focused effort to increase their time spent with patrol officers working in the community, rather than just as an enforcement arm of the Police Department.

Specialty Assignments

Current specialty assignments consist of the School Resource Officer, K9, and Investigations. The School Resource Officer's salary is 40% underwritten by the school district. Two detectives serve in rotating positions, the other two serve in fixed (permanently assigned) assignments. These positions offer significant opportunities for members of the Police Department to pursue career goals and are all assets to the community. However, the LEMAP team recommends a workload analysis of all specialty positions to justify need, establish organizational priorities and, most important, not understaff patrol.

Job Descriptions

Job descriptions for the Chief of Police, Assistant Chief of Police, Police Commander, and Police Lieutenant were reviewed. They are well written, detailed, and establish clear expectations of what the duties, working conditions, and qualifications are for each position.

Recommendations:

- 4.1 The Assistant Chief position must continue to be developed into a strong administrative position that is an asset to the Chief. In addition to the usual administrative duties assigned to the Assistant Chief, this position must also be used as a mentor to assist in the development of future leaders and supervisors within the Department.
- 4.2 The Lieutenants must be mentored and developed into strong and well-rounded first line, with gravitation toward, mid-level managers. Lieutenants with inexperience are an organizational weakness that must be corrected. Solutions could be to invest in training and outside mentoring opportunities to develop Lieutenants with potential to be better supervisors and leaders. The Chief may want to consider seeking assistance from outside agencies that have veteran first line supervisors who would welcome the opportunity to participate in a mentoring program.
- 4.4 Conduct a work load analysis and redistribute duties more equitably. This type of analysis is arduous and time consuming but essential in the current fiscal climate Police Departments are working in. Work to be done includes:
- Re-evaluate the Commander position and assess if it can be better utilized within the current Department framework.
 - Consider spreading out the supervision of specialty assignments to Lieutenants. This creates better accountability, provides a different view, tests the skill set of staff and broadens the experience and knowledge of the Lieutenants.
 - Look for increased efficiencies by spreading the senior command work load between the Chief and the Assistant Chief.
 - Review the SRO position and confirm it brings value added attributes to the mission of Fife PD.
 - Include a thoughtful and robust review of the Detective unit to ensure every position is essential and justified. The unit clerk should be part of this assessment.
 - Identify areas of additional work load capacity, and fully utilize those positions.
- 4.5 The Operations Manual must be updated to reflect the current rank structure and practices of the Fife Police Department.

Chapter 5—Records Management

WASPC Accreditation standards for this chapter include:

- 5.1.1 *The Department has a uniform records management system.*
- 5.1.2 *The Department has a system to record and maintain a record of every call for service.*
- 5.1.3 *The Department has policies governing its compliance with all rules for ACCESS participation, to include:*

- The Department can show 100% compliance or has made corrections to comply with any ACCESS findings from the previous triennial audit and/or FBI audit
 - The Department can show that all personnel have been trained and certified
- 5.1.4 The Department physically protects the privacy and security of Department records in a manner that assures that only authorized personnel with the appropriate need to know and right to know – can access those records.
- 5.1.5 The Department complies with Washington State law governing dissemination of records.
- 5.1.6 The Department complies with Washington State law governing preservation and destruction of records.
- 5.1.7 The Department has procedures for processing and maintaining notice of infractions and citations.
- 5.1.8 The Department has guidelines to address the release of public information to the media.
- 5.1.9 The Department has policy and procedures for community notifications of registered sex offenders.
- 5.1.10 The Department has policy and procedures for investigating and verifying missing persons, including updating ACCESS databases with additional identifying features as they become available.
- 5.1.11 The Department has policy and procedures for how to handle the recovery of a stolen vehicle, including attempts to notify vehicle owners.
- 5.1.12 The Department participates in Uniform Crime Reporting and/or NIBRS by reporting to WASPC as required.

Findings:

As with most police agencies in Washington, it is clear that Fife PD believes that the integrity of police records is a mission critical responsibility. The Records Management function is managed by the Chief's Confidential Secretary who is supported by police dispatchers when she is unavailable. The Records (Police Information) section of the Policy Manual is outdated and weak and the records area, by policy and practice, is accessible by all sworn members of the Department. Any police employee can access police records that are housed in the dispatch center. This is a dangerous custom that is not a best practice.

At the source of problems with the overlap of records with dispatching, may be that the dispatch center has no written policy or procedures manual specifically related to their responsibilities with records management. Additionally, the dispatch center does not have a current training manual for new hires and there are not any first line supervisors who are dispatchers. All dispatchers report directly to the Police Commander, who normally works business hours. The Commander has no dispatch or records experience, although personnel advise he is responsive to their needs.

A consequence of these shortcomings is that the LEMAP team members received a variety of answers on how procedures for records handling is followed. Dispatch personnel responsible for the Fife Police Department's retention and destruction of records are following the retention time guidelines; however, are not following the destruction mandates by logging the records series that have been destroyed that must be maintained as a permanent record as mandated in the local government general records retention schedule.

Public records requests have become extraordinarily complicated in recent years and to avoid needless exposure or criticism, the LEMAP team believes it is essential that Fife PD develop a subject matter expert in this area. The following are reasons why.

The Fife Police Department's public records request form advises requestors that they must submit their public records request in written form and asks the requestor why they are requesting the records. The fee scale charges \$5.00 for incident reports up to six (6) pages and an additional \$1.00 for each page thereafter. The form advises a requestor that they cannot submit a public records request relating to criminal charges, instead, they may submit a discovery request to the appropriate prosecutor's office. The form does not contain language advising the requestor that any police records released to them are prohibited from being used for commercial purposes.

The Department does not have an exemption log indicating when records are redacted or withheld in their entirety. Finally, the Department does not have a published procedure for releasing records and the informal process between the Department and the City of Fife public records request processes are in conflict. At best these are remarkable shortcomings and at most are violations of the Washington State Public Records Act 42.56.

On a positive note, the Lieutenant responsible for processing the Department's Uniform Crime Reporting (UCR) is extremely conscientious about ensuring that all data collected matches the report exactly. If it does not match he tracks down the discrepancies and immediately updates the UCR report to match the record management system (RMS) records exactly before submission, and takes great pride in his work. This is a great procedure to have in place.

Finally, the support personnel who manage the Department's registered sex offender program have implemented an exceptional procedure. This individual takes painstaking steps in searching for sex offenders who have not reported or have failed to report change of address. The individual has developed a procedure that ensures "real time" information and offenders' photographs are entered into the Department RMS system and provides charge and conviction information. Clearly, this individual goes above and beyond and takes great pride in her work.

Recommendations:

5.1 There are several steps that should be taken, as a starting point, to ensure that the police records function is operating with standardized processes. Those steps include:

- Hire a civilian manager for the Dispatch Center and Records Management functions to ensure the consistency of training, procedures and first line supervision.
- Train all dispatch personnel uniformly to ensure all procedures are being followed in the same manner and within state and federal mandates related to the handling of police records.
- Develop a training manual for all new hires to ensure consistent training and retention of personnel.

5.4 Access to police records must be limited to Records staff or employees responsible for managing police records. Develop protocols where only authorized records personnel/dispatchers have access to police records to ensure the safety and security of those instruments.

5.5 Dissemination of public documents is complicated and requires regular in-service training to stay abreast of changes in the law. The following are steps that the LEMAP team recommends to ensure that Fife PD develops protocols so that they are protected and the public has proper access to records that the Police Department is currently the steward of:

- Implement the Secretary of the State's Request for In-House Destruction for Local Governments, (GS5-09-06) to comply with RCW 40.14.060, WAC 434-610-070, WAC 434-640-010, 020, and 030 and maintain a certification for destruction from vendor destroying records series. All forms can be downloaded from the Secretary of State's website.
- Develop public records requests in compliance with RCW 42.56 and that are linked with those in place at the Fife City Clerk's Office.
- Coordinate with City Attorney and Clerk's Office to establish appropriate fee for 911 and video recordings to allow Department to be in compliance with RCW 42.56.
- Encourage Dispatch and Public Records personnel to join the Law Enforcement Information and Records Association (LEIRA) for up-to-date training, and public records officers join the Washington Association of Public Records Officers (WAPRO) that provides up to date public records training.

Chapter 6—Information Technology

WASPC Accreditation standards for this chapter include:

6.1.1 *Access to the Department's computer system is secure with restricted access to those who are authorized and who have passed background investigation.*

6.1.2 *The Department can show 100% compliance or that it has made corrections to comply with any ACCESS/CJIS findings from the previous technical triennial audit and/or FBI audit.*

6.1.3 *The Department has policies governing appropriate use of Department technology.*

6.1.4 *Each fixed and mobile computer workstation has an up-to-date copy of Department-approved, security software installed and running while the equipment is in use.*

6.1.5 *Electronic information is routinely backed-up at least once a week. Back-up data is kept in secure storage and is completely destroyed when no longer needed.*

Findings:

The purpose of this chapter is to ensure that the Department is operating a contemporary Information Technology (IT) system that is in compliance with ACCESS/CJIS requirements and has taken steps to limit access and maintain high levels of system security. Chapter 36 of Fife PD's Policy Manual controls public information, the handling of police records and infrastructure technology. Any Fife employee who has access to the Police Records System or ACCESS system has passed background checks.

On February 29, 2012 Fife PD experienced a tri-annual ACCESS/CJIS audit which revealed five areas of non-compliance:

1. System security
2. Criminal history
3. Criminal Justice search inquiries
4. Record entry
5. Written procedures

Following the audit, the Department went to work correcting the above findings and at the time of the LEMAP team's visit they had corrected all of the findings and are now in compliance.

A member of the LEMAP team met with the City of Fife's IT representative to the Police Department at the time of assessment. During the interview, the representative confirmed that Fife PD uses up to date, sophisticated security software on the IT system and that all electronic data is backed up to the City's mainframe computer on a daily basis.

Recommendations:

- 6.2 Conduct annual mock audits of use of the ACCESS/CJIS system by Fife PD's TAC. Consider using one of the ACCESS auditors, who are often available and willing to help, as a guide to facilitate and target problem areas during the mock audit.

Chapter 7—Unusual Occurrences

WASPC Accreditation standards for the chapter include:

- 7.1.1 Every sworn member of the Department has completed the National Incident Management System introductory training course.
- 7.1.2 The Department has contingency plans for responding to natural and man-made disasters, civil disturbances, and other unusual occurrences.
- 7.1.3 The Department consults with the County and/or regional agencies in developing a county or regional plan. The Department participates in county, regional and/or statewide plans when designated by the county, regional or statewide mobilization plans.
- 7.1.4 The Department has a policy for requesting and providing mutual aid.

Findings:

The City of Fife adjoins to one of the largest seaports on the west coast and truck traffic is some of the heaviest in Western Washington; plans need to be developed and exercised for unusual occurrences

All staff are trained in IS 700 and ICS 100 and they are engaged at the County level with Command level participation in both Emergency Planning and Regional Exercises. The Department has the luxury of having a Lieutenant as part of the Regional (Pierce County) Incident Management Team, which brings added expertise and resources in the event of a large scale emergency or disaster.

The Department is actively involved in Regional specialized teams that include: SWAT, Demonstration Management and the Regional Drug Task Force. Command and supervisory personnel appear to be actively engaged in regional chief and command officer meetings. These meetings provide routine opportunity for networking and relationship building, which could become vital when requests for mutual aid are made.

The one area of concern that Fife PD should address is the issue of supervisory responsibilities during an unusual occurrence. The LEMAP team is confident that the Lexipol policy manual will provide a strong framework for requests and responses to mutual aid, but in many cases these protocols require supervisory oversight and approval. However, if Fife PD responds to an unusual occurrence, and there is not a supervisor working, best case is that the response could be compromised and worst case the response (or lack of response) could be disastrous. This amplifies the need to update their policy immediately and take steps to ensure 24/7 supervisory coverage.

Recommendations:

- 7.1 Update and train to a contemporary policy that covers response and recovery to unusual occurrences as one of the highest priorities for the Department. All employees need to have a clear framework for responsibility should they be expected to respond to an unusual occurrence. This is best reinforced by exercising with local mutual aid partners under simulated conditions.
- 7.2 Take steps to ensure 24/7 supervisory coverage to best manage responses and requests for mutual aid and any unusual occurrence or emergency.

Chapter 8 – Health and Safety

WASPC Accreditation standards for this chapter include:

- 8.1.1 *The Department has guidelines that inform employees of the threats and hazards associated with airborne and blood borne pathogens.*
- 8.1.2 *The Department provides personal protective equipment to minimize exposure to potentially infectious material including sharps.*

- 8.1.3 *The Department provides soft body armor and requires its use.*
- 8.1.4 *The Department provides reflective clothing and requires its use.*
- 8.1.5 *The Department has procedures for disposal and decontamination when there is an event or contact involving biohazard material including blood or bodily fluids.*
- 8.1.6 *The Department has procedures for post-exposure reporting and follow-up after, suspected or actual exposure to infectious diseases.*

Findings:

Health and Safety is one area where the Department policy is contemporary and provides good direction to employees. The LEMAP team had an opportunity to speak with most supervisors and commanders at Fife and found that they are well informed and are prepared to handle most workplace hazards and health concerns.

Following an inspection of a Patrol Lieutenants vehicle, the LEMAP team found that patrol cars are exceptionally well equipped with protective and safety equipment. Officers are issued personally assigned vehicles that are inspected on a monthly basis. Additionally, the Department issues gas masks to officers and has an active Personal Protective Equipment management program in place that ensures periodic medical screening and annual fit testing.

The team found policy in place outlining conditions for wearing soft body armor and discovered processes and documentation for vest replacement. Officers are also issued contemporary reflective vests and Department policy specifically outlines requirements for use.

Employees are fluent in handling of contaminated equipment and the Department has sound processes in place to handle bio hazard contamination events. All sworn employees are provided the opportunity to receive the HBV vaccination series. As with most Police Departments, given the infrequent nature of possible HIV/HBV exposure, sworn staff were not confident or fluent in processes to deal with an exposure by a non-cooperative incarcerated suspect.

Recommendations:

- 8.6 Identify a subject matter expert that can become fluent in processes for handling employees who have experienced a blood borne pathogen exposure. Ensure that this individual receives regular updated training, keeps policy current and delivers annual training to staff.

Chapter 9—Fiscal Management

WASPC Accreditation standards for this chapter include:

- 9.1.1 *Budget Control – The Chief Executive Officer has the authority to spend funds in the approved budget for day-to-day operation of the Department.*
- 9.1.2 *Budget Control – The Chief Executive Officer makes regular reviews of the Department budget.*
- 9.1.3 *Budget Control – The Department has a system for review and approval of expenditures.*

- 9.1.4 Payroll – The Department has a policy requiring supervisory approval of all overtime.
- 9.1.5 Payroll – The Department has a policy requiring non-exempt employees to complete a timesheet listing the number of hours worked during the pay period.
- 9.1.6 Payroll – The Department has a policy requiring timesheets to be approved by a supervisor prior to payment.
- 9.1.7 Cash Control – The Department has a system to document and record the use of cash funds that include receipts, supervisory approval, and periodic audit.

Findings:

Fiscal management is one of the most important and sensitive functions of any police department, particularly during challenging financial times. It is critically important that agencies have clear policy and guidelines in place that are universally understood and adhered to by staff. As with most areas of the Fife PD Policy Manual, it is unclear to the LEMAP team if the Manual is accurate or useful.

It is clear that the Chief is responsible for budget development and oversight. He does solicit supervisors and commanders for input on the budget and many of them provide him with suggestions. However, none of them knew what happened to their suggestion once passed on to the Chief. Regular copies of the budget are provided to the Chief by the City Finance Department and he does review line item status on a regular basis. It is unclear if other staff are involved in the review process.

The Chief's Confidential Secretary acts as a clearinghouse for all purchasing. Once documents are completed, the Chief approves all purchases.

Payroll processes are consistent with best practices and are uniformly adhered to. Payroll documents are completed by the employee and approved by supervisors. Overtime is pre-approved by supervisors unless followed by an emergency or if a supervisor is not available.

The Department does take in cash and does use petty cash. Cash intake processes were found to be inconsistent and at times poorly documented. Dispatchers essentially act as back up to the Confidential Secretary with records and public records requests which presents significant challenges. Although the Fife Police Department has a procedure in place for the collection of cash (Fiscal Management 13.05.01) dispatch personnel are unaware of this procedure. Most dispatchers are accepting cash payments and checks for the release of public records and only one dispatcher is writing or providing receipts. The collected money and checks are placed in an envelope and put in the Chief's Confidential Secretary's mail box. Once back at work, she receipts and deposits the cash and checks at the City Clerk's Office.

Petty cash is managed by the Confidential Secretary and is used infrequently.

Recommendations:

- 9.2 Prior to budget development, solicit entire staff for budget suggestions that are vetted through the chain of command. As suggestions are declined or accepted, report back to

employees their status. This is a small step that promotes inclusiveness and can advance Department trust.

9.3 Department policy calls for approval of expenditures and periodic auditing as the Chief's responsibility. Set spending approval limits starting with Lieutenants and increasing up the chain of command.

9.7 Notify all employees to follow the Departments Fiscal Management (13.05.01) for the collection of cash and immediately cease the collection of cash or checks without writing a receipt. Develop a secure procedure when forwarding cash and checks to Chief's Confidential Secretary.

9.7 Audits are an essential part of Department operation and efficiency that links directly to public trust and confidence. Establish practical and responsible auditing policy and adhere to it. Consider conducting at least one audit per year, in each area that handles cash, which is unannounced and involves auditing staff from outside the chain of command.

9.7 Given the infrequent use of petty cash, consider eliminating as part of the Department operation and replace with a procurement card (P-card) system. Most purchases made with cash could be made with a P-card and it lessens the burden on staff and reduces Department liability.

Chapter 10— Recruitment and Selection

WASPC Accreditation standards for this chapter include:

10.1.1 The Department has written standards and hiring criteria for sworn and non-sworn employees and, if applicable, reserve, part-time, or limited commission personnel.

10.1.2 The Department requires that background investigations be conducted on each candidate for a sworn position prior to appointment, and requires that proof is submitted to the Washington State Criminal Justice Training Commission.

10.1.3 The Department requires that medical examinations, including drug screening, be performed by a licensed physician for each candidate for a sworn position, prior to appointment.

10.1.4 The Department requires that a licensed psychologist or psychiatrist conduct a psychological fitness examination for each candidate for a sworn position, prior to appointment.

10.1.5 The Department requires that a polygraph examination be administered by a licensed technician for each candidate for a sworn position, prior to appointment.

10.1.6 Applicant files are secured and available only to those who are authorized to participate in the selection process.

10.1.7 Employee personnel files are separate and secure from other files. Medical tests, psychological evaluations and polygraph results are kept separate from personnel files in secure locations.

Findings:

Fife Police Department policy covers the hiring process for full time and reserve police officers. Although they are not complying with every aspect of the hiring policy, in many ways policy goes beyond requirements of the WASPC standard and outlines steps necessary to conduct a thorough and complete background investigation. Hiring standards for officers are available through the Fife Civil Service Commission.

Most background investigations are conducted by the Detective Lieutenant. He advises that the polygraph, psychological and medical testing is completed by licensed or certified professionals outside the City of Fife. Applicant and personnel files are housed in a secure cabinet accessible by the Chief's Confidential Secretary. Plans are underway to move these files to Human Resources.

Recommendations:

- 10.1 Update and institutionalize Department policy. Current practices are in line with industry best practices and once the policy is updated this area will be sound.

Chapter 11—Training

WASPC Accreditation standards for this chapter include:

- 11.1.1 *The Department requires all full-time, sworn members to successfully complete the Basic Law Enforcement Academy or Equivalency Academy, as certified by the Washington State Criminal Justice Training Commission prior to assuming law enforcement duties, and requires that they begin attending the Academy within six months of their date of hire.*
- 11.1.2 *The Department has established a formal Field Training program for all newly sworn officers.*
- 11.1.3 *The Department maintains and updates training records of all employees.*
- 11.1.3 *The Department maintains records of formal training it conducts.*
- 11.1.5 *The Department requires all sworn members to successfully complete an annual in-service training program that includes material on Federal and Washington State Court cases, legal updates, and as required by the Washington State Criminal Justice Training Commission, or at least 24 hours.*
- 11.1.6 *Department Personnel are required to demonstrate satisfactory skill and proficiency with Department authorized weapons before being approved to carry and/or use such weapons.*
- 11.1.7 *Staff members who are designated as full-time supervisors or managers have earned the appropriate certification by the Washington State Criminal Justice Training Commission.*
- 11.1.8 *At least annually, Department personnel receive in-service training on the Department's use of force and deadly force policies. In-service training for less-than lethal weapons shall occur at least every two years.*

Findings:

Regular in-service training is one of most important internal functions of any contemporary law enforcement operation. It is an area that can provide consistency, shield the police from claims of misconduct, and can boost morale by sending a positive message that the Department cares about its employees and is willing to make an ongoing investment in them. Sadly, training is often an afterthought and is neglected in most police departments. That appeared to be the case at Fife PD until recently.

In 2008, a new Assistant Chief was brought into the Department and re-constructed the Fife PD training program. Training records are developed and stored under the control of the Assistant Chief. The Department requires lesson plans for all in-service training and routinely passes an annual audit by the Criminal Justice Training Commission confirming that each officer is receiving at least 24 hours of training each year. Legal update training appears to be mostly covered through the use of the Law Enforcement Bulletin (LEB), published by the state Attorney General's Office. Some of the Lieutenants are broadening use of the LEB and are assigning cases to their officers for later presentation to squad members. Although creative, legal update training is complex and should be authentic, contemporary and delivered from a platform where participants can engage in question and answer.

All Fife PD supervisors and commanders, with the exception of one newly promoted lieutenant, are current with state required certification. Additional opportunities for advanced leadership training are supported but are the responsibility of the employee or supervisor to make the request. The Chief advised that he received only three requests for specialized training, in any form, last year.

Fife PD is lucky to have a generous supply of state certified Defensive Tactic (DT) Master Instructors. Consequently, the Defensive Tactics program has been re-designed and DT policy review and training is conducted twice per year. However, none of the officers interviewed could remember the last time they reviewed the deadly force policy.

Most officers are issued bean bag guns (less lethal) and both OC and a taser (less than lethal). By all accounts, and although the in-service DT training is frequent and authentic, training in the area of less/less than lethal has not occurred within the past four years.

Arguably, the Field Training Officer (FTO) program is the most important training component in most police departments; and, if functioning correctly serves as an extension of the hiring process. Fife PD uses a hybrid FTO program that uses components from the San Jose model and PTO training models. In the Fife PD system, recruits work with the same FTO for one month at a time and then rotate to the next FTO. Under normal circumstances the recruit will be trained by 3-4 FTO's during the FTO period but in some circumstances they may see up to 6 FTO's. Recruits under the supervision of an FTO receive regular documented feedback. However, once they go into "solo" status there is no monthly observation report, or end of probation recommendation, completed by a supervisor that reports progress to the chain of command. As with most departments, some individual FTO's perform better than others and Fife PD does not have a consistent system of evaluating the performance of FTO's while serving in that capacity.

Recommendations:

11.2 As part of the FTO system install components that:

- Offer an evaluation system that measures the performance of individual FTO's while serving in that role.
- Develop policy that governs and defines general requirements for the extension of a training block or ultimately the extension of probation.
- Ensure that monthly performance reports for officers on "solo" status are generated and forwarded to the Operations Chief/Commander.
- Direct the Operations Chief/Commander to author an end of probation report, at least 30 days prior to the recruit's end of probation, to the Chief recommending retention, extension of probation, or dismissal.

11.5 Implement an annual in-service training program where all employees receive contemporary information that meets state standards and helps them be more effective at delivering police services in Fife. At minimum this program should require:

- Officers review use of force and deadly force policies on at least an annual basis. Supplement learning by applying a short quiz to the review.
- Classroom and practical training skills in the use of assigned less/less than lethal weapons. Less lethal should be reviewed at least annually. Less than lethal should be reviewed at least every two years.
- Regular recurring block of legal training. Use of local or county prosecutors/legal staff is encouraged to not only authenticate training but enhance relationships.

11.7 Encourage a standard where all supervisors engage in annual leadership or supervisory training. All employees experiencing outside training should be expected to share (summarize) those training outcomes with their peers.

Chapter 12—Performance Evaluation

WASPC Accreditation standards for this chapter include:

12.1.1 *The Department has an evaluation policy that requires formal written review of the work performance of each employee and is conducted annually.*

12.1.2 *The Department has a system for evaluating the performance of all probationary employees.*

Findings:

Department policy calls for performance evaluations to be conducted annually. The LEMAP team learned that that standard was adhered to for a short time in 2009 but has since lapsed. Currently, most employees have not been evaluated within the past 18 months and some supervisory and command staff have gone several years since their last formal performance review.

Evaluation forms have gone through several changes. The current evaluation form is one page and appears to be a general, high-level overview with limited specific information. Supervisors described it as "very basic." Evaluation responsibility is confusing and problematic due to rotating supervision. On occasion Lieutenants have received a memo from command staff assigning evaluations and giving a timeline for their completion. This memo, which provides structure to a complex supervisory staffing configuration, has not been distributed for over a year and consequently performance appraisals on most employees have not been completed.

Probationary officers, in solo status, are not routinely evaluated. Best practice is for solo status probationers to receive (at minimum) monthly reviews that are forwarded to senior command staff. When possible, probationers should rotate among all shifts and have an opportunity to work with a variety of officers to ensure long term success. In a best case scenario, the probationary employee's senior commander will author a final recommendation to the Chief at least 30 days before the employee completes probation. The recommendation will summarize performance and recommend retention or dismissal. Most important, this process provides the senior commander an opportunity to meet with the employee and discuss their long term suitability at Fife PD.

Recommendations:

12.1 Institute a culture where evaluations become a valued and meaningful part of the organization. Steps to achieve this include:

- Develop policy language that clearly identifies evaluation frequency and what to do following a change of rater due to rotation, promotion, etc.
- Facilitate a complete transparent review of the current evaluation instrument that transcends the chain of command. Metrics should link to mission, vision, value statements and include those traits sought for promotion to the next level of the organization. If promotion is not an option, collaboratively establish metrics that foster high performing employees based on organizational values and customs.
- Stay away from numerical or subjective rating systems. Encourage narrative reporting against established and published performance standards that are communicated to staff.
- Employ evaluations as part of the promotional process and ensure evaluation review as part of promotion is communicated to effected employees.

12.2 After successful completion of the FTO program, probationary officers should receive monthly written evaluations of their progress to help ensure clear direction. Probationary officers should rotate, during probation, across different shifts and their progress should be reported, in writing to the Chief, at the time of each move. Each shift demands a different set of skills and officers should have opportunity to be experience all of them.

- As the probationary employee approaches the end of probation, the senior division commander should meet with the employee and author a final recommendation on retention to the Chief.

Chapter 13—Code of Conduct

WASPC Accreditation standards for this chapter include:

- 13.1.1 The Department has a code of conduct that outlines specific conditions of work that apply to all Department personnel.*
- 13.1.2 The Department has a policy prohibiting sexual and any other forms of unlawful or improper harassment or discrimination in the work place. The policy provides guidelines for reporting unlawful or improper conduct, including how to report if the offending party is in the complainant's chain of command. The policy includes "whistleblower" protection.*
- 13.1.3 The Department has a policy prohibiting biased-based policing, also known as "racial profiling."*
- 13.1.4 The Department has a written policy and procedure for responding to and investigating allegations of domestic violence involving employees of law enforcement agencies.*
- 13.1.5 The Department requires all personnel to use safety restraint/seat belts while operating Department vehicles.*

Findings:

The Department has institutionalized a comprehensive Operations Manual that addresses or attempts to address all issues that would meet or exceed the WASPC accreditation standards.

The Operations Manual outlines a code of conduct in its Law Enforcement Code of Ethics. It goes further and details the employees code of conduct and conditions of work that apply for all Department personnel. Examples of areas the code covers include personal appearance standards, uniform regulations, personal business on duty, alcohol and drug use, reporting employee misconduct and outside employment. They have also installed an officer involved domestic violence policy using the WASPC model policy as a template.

The Department has adopted an in depth procedure relating to traumatic incidents and law enforcement deaths and serious injuries.

Recommendations:

- 13.1 Ensure all employees, especially new employees, are trained and familiar with the Department Operations Manual. It was clear during interviews that many had never seen the Manual and even fewer had taken the time to read and commit to memory key policies. Require fluency in these policies and test on key concepts to ensure competency.
- 13.2 Although the City has a contemporary Workplace Harassment policy, a similar policy needs to be installed at the Police Department. The policy must reflect current best practices and should specifically include clear language that prohibits all types of harassment and includes language that identifies "whistleblower" conditions and protection.

Chapter 14—Internal Affairs

WASPC Accreditation standards for this chapter include:

- 14.1.1 The Department requires the documentation and investigation of all complaints of misconduct or illegal behavior against the Department or its members.*
- 14.1.2 The Department identifies which complaints supervisors investigate and which types of complaints are investigated by an internal affairs function.*
- 14.1.3 The Department has procedures for relieving a member from duty during an internal investigation*
- 14.1.4 The Department has a policy regarding providing complainants with written notification concerning the conclusion of fact and disposition of their complaint.*
- 14.1.5 The Department requires that records of complaints and dispositions be maintained.*

Findings:

The discipline system for the Fife Police Department is outlined in Operations Manual Chapter 28, titled Internal Affairs.

The Department requires by policy that all complaints are investigated. However, supervisory personnel are assigned the responsibility for determining whether the complaint is sufficient enough to be forwarded on to the Assistant Chief for further investigation or whether they can be resolved at the first line supervisor level. This current process can lead to lack of accountability on the processing and investigation of complaints. Police departments have been the subject of intense scrutiny over similar processes, leading to the implementation of citizen review processes or other complicated external review systems when the intake system is not considered fair and consistent. At minimum, all complaints, even those that are classified as minor, should be documented or logged and forwarded to the Chief or Assistant Chief for review on at least a semi-annual basis.

Article 17 Section 8 of the Collective Bargaining Agreement is titled "Guidelines for Investigation of Bargaining Unit Members." Upon review, it appears to be fairly consistent with peer Department labor contracts in the region. The section clearly outlines requirements for investigations, such as right to representation and timelines for completion of an investigation.

A sample internal investigation was requested from Assistant Chief Mears and a redacted copy was provided to the LEMAP team for review. The LEMAP team compared that investigation against Fife PD policy, the officer's collective bargaining agreement, and contemporary case law that controls the internal affairs process. The investigation appeared to be complete, within timelines, contained proper notice and Guild representation, clear advisement of what the violation was, and proper discipline appeared to be administered.

The LEMAP team observed that several recent (high profile) investigations have been referred outside of Fife PD for investigation. Although this may be appropriate in rare cases, outside investigation of Fife PD employees should be the exception and not the norm. The Chief must have the trust and confidence of his own staff to investigate allegations of employee misconduct.

Allegations of misconduct can have a chilling effect on Department members and they need an anchor from within the Department that they can turn to, who they know and trust, and who will do everything possible to be an objective fact finder and who will represent the integrity of the Department. When the Department routinely turns to outside agencies to conduct these high profile and public investigations, those actions send an implicit negative message to every employee that brings into question Department competence, employee confidence and trust and organizational leadership.

During interviews of Department staff, several areas of concern repeatedly arose regarding discipline. They are as follows.

1. Prior to Assistant Chief Mears, the Department was not consistent in discipline.
2. The complaint process and investigation seems to be inconsistent.
3. A perception exists that the Chief is a weak disciplinarian who must consult with the City Manager prior to issuing discipline. This is dated ideology reinforced by a former City Manager and not a requirement of the current City Manager.
4. Lieutenants and the Commander are not familiar or confident with Internal Affairs processes and clearly need guidelines and training for proper processing of complaints.
5. There is a feeling by some members of the Department that at times the Department has been lax in holding staff accountable for improper actions.

Recommendations:

Complaint Intake:

14.1 All complaints should be documented or at least logged and reviewed by the Chief or Assistant Chief periodically throughout the year.

14.1 Initial complaints should be forwarded to the Chief for classification.

14.1 Complaint processing should be consistent throughout the Department.

14.1 All complaints and allegations of misconduct should be investigated, not just reviewed.

14.1 The complaint form must be simple and straightforward. The LEMAP team was able to review one form in English; additional versions in appropriate languages based on the community make up should also be available.

14.1 Assistance should be available to persons incapable of filing complaints. Anonymous complaints should also be taken. All complaints should be investigated.

14.1 Legal counsel for the City should promptly notify the Department whenever civil claims are filed involving Police Department members. The Department should investigate every significant claim.

Investigation:

14.1 The Chief needs to identify a supervisor in the Department who will become the agencies Internal Affairs investigator and subject matter expert in this area. Selection of the right person is a vitally important component of restoring trust and confidence to the Department. A clear framework for this person to work from needs to be established by the Chief and communicated to the Department. This framework should include:

- Select the right person for this investigative responsibility. This person should have standing and credibility among Department members.
- The investigator is a fact finder. At no time during the investigative process will they be asked to make a finding or recommendation on discipline. Once the Chief makes a finding, and if they are part of the employee's chain of command, they may be asked for input on employee sanctions.
- The person will receive contemporary training focused on internal investigative practices that include organizational requirements such as labor agreements and procedures. Investigation files should be completed and organized in a consistent manner, that include:
 - The complaint
 - Allegation Summary
 - Findings of Fact
 - Statements
 - Reports
 - Correspondence to Chief
 - Final Notification to Complainant
- The LEMAP team recommends this person develop a mentor from a Department that conducts internal affairs investigations on a regular basis.
- Once trained and after time in the position, they will become the agencies subject matter expert and will provide periodic training to Department staff.

14.2 Certain investigative practices should not be allowed. Group interviews of officers and pre-interviews before recorded statements should be prohibited.

14.2 All interviews should be recorded.

14.2 All officers witnessing but not participating in the alleged misconduct should be investigated as to the role they played.

Adjudication:

- 14.1 Findings that are not sustained are insufficient to administer discipline; however, the complaints should be available for review in future investigations and employee evaluations.
- 14.1 All findings should be available for the purposes of training, counseling and assignment.
- 14.1 Findings must be based on all available evidence and a preponderance of the evidence standard, not beyond a reasonable doubt standard.
- 14.1 Information should be utilized in performance evaluations and officers should be evaluated on their willingness and ability to correct unacceptable behavior.
- 14.1 Complainants should be updated on the status of complaints at least every 30 days. Once the investigation is complete the complainant must receive written notification of the conclusion of fact and complaint disposition.
- 14.1 The Department should implement an early warning system. Incidents to be tracked should include use of force, injuries to prisoners, arrests for resisting and obstructing, firearm discharges, complaints, criminal/civil claims, vehicle pursuits, disciplinary action imposed, automobile accidents, and attendance/absenteeism. Data collected should be analyzed and follow up with problematic employees should be initiated and results documented to an evaluation file.

SECTION 2—OPERATIONAL STANDARDS

Chapter 15—Patrol Function

WASPC Accreditation standards for this chapter include:

- 15.1.1 *The Department provides response to emergency events 24/7 by sworn employees who have completed Basic Training per the Washington State criminal Justice Training Commission.*
- 15.1.2 *The Department has procedures for response to emergency and non-emergency calls that conform to state legal requirements.*
- 15.1.3 *The Department provides 24-hour, two-way radio capability providing continuous communication between a communication center and the officer(s) on duty.*
- 15.1.4 *The Department has the means to access immediate playback of recorded, emergency telephone and radio communications.*
- 15.1.5 *The Department has guidelines for the use of authorized vehicle emergency equipment.*
- 15.1.6 *The Department has policies governing motor vehicle pursuits that conform to Washington State Law.*
- 15.1.7 *The Department has procedures for response and investigation of domestic violence.*

15.1.8 The Department has procedures for response and investigation of missing persons, including procedures specific to missing adults, missing children, and the utilization of the Amber Alert System.

15.1.9 The Department has procedures for the handling of mentally ill individuals, including those pending criminal charges and mental health commitments, pursuant to the Revised Code of Washington.

Findings:

The Patrol function is staffed by 16 officers supervised by four Lieutenants. At the time of the LEMAP team's visit, Fife PD had two patrol officer vacancies. Patrol supervision is provided by three Lieutenants. Saturday and Sunday dayshifts and swing shifts have no supervisor under the current schedule. No supervisor backfills for Lieutenant vacancies caused by training, vacations, or illnesses. Fife PD is a leader among peer agencies (agencies of similar population and number of sworn officers) in part one crime, particularly violent crime. Both Lieutenants and officers interviewed expressed a strong desire to have 24/7 supervision. The LEMAP team strongly concurs with this sentiment.

As part of the LEMAP assessment Chief Blackburn asked that the LEMAP team conduct a review of organizational structure and staffing. These are challenging areas and typically need to be evaluated using both quantitative and qualitative analysis and are normally well outside the scope of the LEMAP process. The following charts are developed using 2010 and 2011 data, collected at the WASPC offices and compiled in the annual report, "Crime in Washington," available at www.waspc.org. As part of the LEMAP assessment the team used very basic information to provide a sketch of how Fife PD compares to peer agencies using two different variables.

The first chart compares Fife PD to comparable agencies using population, with cities having population of 2,000 people more or less than the City of Fife, as the common metric. The team then took population and divided it by the total number of commissioned officers and arrived at a common staffing standard of officers per thousand. It is important to note that the standard of using officers per thousand is not a valid formula for assessing staffing levels. Staffing is a subjective matter that needs to take into consideration much broader criteria including type of calls for service, response times and community norms and expectations regarding police services. The LEMAP team made a deliberate decision to not comment or interpret the following data. Those discussions need to occur internally.

Agencies with similar population to Fife

Department	Population	Commissioned Male	Commissioned Female	Commissioned Total	Commissioned Rate/1,000 Pop.
Fife Police Department	9,220	30	1	31	3.36
Gig Harbor Police Department	7,200	15	2	17	2.36
Sumner Police Department	9,450	19	0	19	2.01
Poulsbo Police Department	9,245	14	2	16	1.73
Enumclaw Police Department	10,920	14	1	15	1.37
Cheney Police Department	10,790	13	0	13	1.20
Liberty Lake Police Department	7,705	9	0	9	1.17
Woodinville Police Department	10,940	10	2	12	1.10
DuPont Police Department	8,430	9	0	9	1.07
Newcastle Police Department	10,410	6	1	7	0.67
Edgewood Police Department	9,405	6	0	6	0.64

The next chart is similar but compares Fife to other cities, most of which are much larger, using the officer per thousand metric and experience significant fluctuations in transient traffic and populations during traditional business hours (much like Fife). The reasons for the population fluctuations vary from city to city (may include colleges, large shopping malls, or business/industrial areas) but all fluctuations result in increased demand on police services. The purpose in using this illustration is to provide a different perspective of staffing using transient population as the consistent variable between comparable agencies.

Agencies with similar levels of transient population to Fife

Department	Population	Commissioned Male	Commissioned Female	Commissioned Total	Commissioned Rate/1,000 Pop.
Tukwila Police Department	19,050	65	2	67	3.52
Fife Police Department	9,220	30	1	31	3.36
Lynnwood Police Department	35,860	66	5	71	1.98
Kirkland Police Department	80,505	78	14	92	1.14

Redmond Police Department	55,150	68	15	83	1.50
Auburn Police Department	70,705	86	11	97	1.37
Federal Way Police Department	89,370	108	14	122	1.37
Renton Police Department	92,590	107	15	122	1.32
Kent Police Department	118,200	119	12	131	1.11
Issaquah Police Department	30,690	29	2	31	1.01

Without respect to staffing and supervision, patrol officers enjoy working for the Fife Police Department and are enthusiastic about their law enforcement careers. They are well equipped and their equipment is of high quality and officers are provided personally assigned (take home) vehicles. Some of the cars are assigned in-car video cameras which creates a host of problems.

Currently, eleven of the 37 patrol cars (approximately 31%) have in-car video cameras supplied by two different vendors. A wide range of problems with the cameras have led to the majority of the cameras being taken out of service and is one of the reasons cars are outfitted with different brands of cameras. Lieutenants are responsible for downloading camera footage that may be needed for criminal cases. One brand of camera records to a hard drive which is given to the Lieutenants on a bi-weekly basis for archiving. The other brand has a record-over hard drive and holds between 90-120 days of footage in the vehicle. This is one area of police operation where clear Department policy, that complies with state records retention guidelines, must be a top priority for Fife PD.

The Department does not have a current policy addressing the handling of missing persons, reporting of runaways, dealing with the mentally ill, or management of Amber Alerts.

Fife PD has its own communications center that also dispatches for other regional police departments. The dispatch function is complex and requires the Department to provide strict guidance and responsibility protocols. As with most areas of the operation, the dispatch center does not have its own policies or procedures manual and relies upon the Department Manual. A Standard Operating Procedures (SOP) manual is in the works, but there are not any SOP's for dispatchers currently. Dispatchers are also in charge of monitoring the Department's 16 video cameras that record both inside and outside the Department at various locations. The video footage is archived for an average of 37 days because it is limited by storage space. Ideally, the video media could be digitized and available for review at least 90 days after recording. Whatever storage timeframe is adopted, Fife PD needs to ensure it is in compliance with state records retention guidelines for police video media.

Interpersonal communication problems are often a criticism of most Police Departments by line staff and first line supervisors and Fife PD is not immune from the criticisms of this area of organizational function. Some senior Department members and supervisors described the Department as broken and in need of repair. Intra-Departmental communication is spotty at times with significant events only being relayed to a handful of Department members. Lieutenants

have periodically been caught unaware of assignment changes or pertinent operational changes until delivered on a Department wide e-mail or hearing about it from a subordinate. Command staff sometime sends mixed messages to Officers and Lieutenants which creates confusion and cynicism.

The LEMAP team believes that this feeling exists because communication and direction from the Chief and senior commanders is infrequent and not productive. The Chief and senior commanders are rarely seen by employees outside of business hours which many attribute to recent problems with two Lieutenants, both working grave night shift hours, who have recently left the Department. To the credit of Chief Blackburn, he has contracted with an outside organizational communications consultant who is working with the Department in this area.

Another area of focus by employees interviewed by the LEMAP team was a prevailing thought that the Department lacks a sense of fairness, accountability and discipline. When asked to name the one thing they could change in the Department, all employees said the same thing: "we want accountability." Several employees mention their perception that the Chief was reluctant to confront issues or deal with conflict in a direct or effective manner. Specific concerns ranged from favoritism to the Chief's open door policy that allows poor performing employees to walk into the Chief's office and have corrective action over turned without input from a supervisor.

Although many critical comments were raised by employees, criticism of command staff and the Chief is normal in most Police Departments. However, what appears obvious to the LEMAP team is a hunger for engaged, visible, decisive and supportive leadership that engages with all levels of the Department and provides a sense of direction that permeates all personnel layers to the newest employee. This is best accomplished by collaborative strategic planning initiatives where squad/team members are assigned to represent their team and report back progress and results. All employees contacted by the LEMAP team are bright, motivated and caring employees that want the best for the Department. Change can only happen with frequent transparent communication which is best accomplished through leaders who manage by walking around.

Recommendations:

15.2 Without belaboring the obvious, the Department needs prompt policy development on the use of in-car video including download and retention of media that is in compliance with state retention guidelines. Consider a capital request to ensure all patrol cars have in-car video installed in them.

15.4 The LEMAP team also recommends the following:

- Conduct a staffing study that explores necessary requirements for Fife PD to have 24/7 supervisory coverage. The study should incorporate 24/7 demand based staffing considerations based on calls for service around the clock. This type of review may result in the elimination of the squad system but is essential to efficient use of human and capital resources.

- Continue work with the consultant currently being used to evaluate and recommend improvements to organizational communication. Publish outcomes and recommendations to all employees and institutionalize recommended communication practices and strategies.
- Senior commanders need to be more visible, and communicate with all employees, beyond business hours.
- Remind the Department of the importance of the chain of command and use it. Encourage supervisors to manage up the chain. Senior commanders must work to restore relationships with first line supervisors where trust and confidence are cornerstones of the Department operational platform.

15.5 Update policy regarding emergency operations of police vehicles including code runs, pursuit management, reporting and critique.

15.7 Review current policy involving officer/employee involved domestic violence incidents to ensure it aligns with the current WASPC model policy.

15.8 Build contemporary policy on the handling of runaways, missing persons and clearly define Amber alert protocols and responsibilities.

Chapter 16 – Traffic Function

WASPC Accreditation standards for this chapter include:

16.1.1 *The Department has procedures for investigating vehicle crashes on public and private property and uses the current Washington State Patrol, authorized accident report forms.*

16.1.2 *The Department has procedures for the lawful impounding of vehicles.*

16.1.3 *The Department has procedures to take timely action to address hazardous road conditions.*

Findings:

Fife is a city with a population of 10,000 that triples during business hours, putting an extraordinary amount of pressure on the traffic infrastructure. The City is also contiguous to the Port of Tacoma and consequently experiences a tremendous amount of truck traffic that shuttle cargo containers to/from the Port. Traffic enforcement has always been a priority for the Police Department where patrol officers typically write 2-5 citations per shift. They also have two motorcycles for traffic enforcement that are rarely used. Hazardous roadway conditions that are not occurring on state highways are handled by Fife PD

Traditional traffic enforcement is supplemented by automated photo enforcement throughout the City. Citation issuance following photo enforcement is managed by police specialists with ultimate enforcement authority by the Assistant Chief.

Fife PD has two officers that work as commercial vehicle enforcement officers (CVEO) but they normally are assigned as a beat car covering a patrol district. They do occasionally participate in CVEO emphasis activities once or twice per month, generally as part of a task force operation.

Fife PD investigates all collisions which occur in their jurisdiction and uses SECTOR for both traffic citations and accident reports. Fatality accidents are investigated by trained accident technicians who are assisted by the Puyallup Police Department through an informal reciprocity agreement. The Department has total station electronic surveying equipment that is used for major collisions.

Recommendations:

It is obvious to the LEMAP team that traffic enforcement is a priority for Fife PD and this component is strong and works well. Although not connected to any standard related to Traffic enforcement, the LEMAP team offers the following for consideration.

- Use the idle motorcycles or surplus them. They are an expensive capital asset that requires highly trained operators to use them in an enforcement capacity. Motorcycle operation is a perishable skill and officers who operate them on a periodic or infrequent basis for enforcement in a city as congested as Fife are engaging in very high risk activity.
- Given the extraordinary volume of truck traffic in the city, the LEMAP team recommends assigning the CVEO officers on a much more frequent basis.
- Ensure the accident technicians have current training on use of the Total Station and keep in practice with its operation.

Chapter 17—Investigative Function

WASPC Accreditation standards for this chapter include:

- 17.1.1 The Department utilizes a case management system for screening and assigning incident reports for follow-up investigations.*
- 17.1.2 The Department has guidelines for investigating elder abuse;*
- 17.1.3 The Department has guidelines for investigating child abuse;*
- 17.1.4 The Department requires that interviewers of child victims or sexual abuse cases have received the mandated training from the Washington State Criminal Justice Training Commission.*
- 17.1.5 The Department has guidelines for investigating hate crimes;*
- 17.1.6 The Department has guidelines for investigating identity theft;*
- 17.1.7 The Department has policies and procedures governing the use of informants.*

Findings

Fife PD has a full time investigative unit staffed by one Detective Lieutenant, four Detectives and an Administrative Assistant. Cases referred for investigation are screened by the Detective Lieutenant who decides which cases will be investigated and assigns them out to an investigator. The Administrative Assistant is highly trained and serves as the Department's Crime Analyst. Cases are tracked in the Department's records management system. Child abuse and neglect cases are closely monitored by the Pierce County Prosecutor's Office. Informants are seldom used and cash payment to an informant has only occurred once, in recent memory, and the transaction was noted in the petty cash ledger.

Recommendations

- 17.1 Consider expanding the role, expertise and willingness of the Administrative Assistant/Crime Analyst to that of a tactical crime analyst that publishes information and directs enforcement resources to crime activity "hot spots." This role can act as a steering wheel that points police officers to problem areas whose work can eliminate crime and enhance the feeling of safety in the community.
- 17.3 Update Department policy and incorporate the Pierce County Prosecutor investigative standards for child sex investigations.
- 17.6 Establish a policy for the investigation of identity theft crimes using the WASPC model policy as a guide.
- 17.7 Make a decision on the use of confidential informants by local officers. Communicate the decision and if yes, ensure officers have current training and that contemporary policy in place that is backed up with procedures (including auditing procedures) for the handling of informants and buy funds. If no, or if the need for informant handling is so infrequent, turn the informant over to the Detective assigned to the local task force. This is a high risk activity that needs policy, training and oversight.

Chapter 18—Evidence and Property Control Function

WASPC Accreditation standards for this chapter include:

- 18.1.1 *The Department has guidelines for the proper collection and identification of evidence. These guidelines conform to the policies and procedures outlined in the current Washington State Patrol Evidence Collection Manual.*
- 18.1.2 *Notification – Property owners are provided the legal reason for the seizure and state law is followed on notification, appeal and disposition.*
- 18.1.3 *Notification- The Department has policies requiring efforts are made to identify and notify owners or custodians of recovered property.*
- 18.2.1 *Booking – Property and evidence is placed under the control of the property and evidence function before the officer completes their shift.*

18.2.2 Booking – The Department has the means to temporarily separate and secure property and evidence while it is waiting processing into the permanent storage facility.

18.2.3 Booking – The Department has the means to properly preserve and secure perishable property both temporarily and after it is received in the permanent storage facility.

18.2.4 Booking – The Department has the means to temporarily separate and secure evidence containing hazardous materials while it is waiting processing into the appropriate permanent storage facility.

18.3.1 Facility Controls – The permanent storage facility has controls to keep property protected from unauthorized entry, fire, moisture, extreme temperature and pests.

18.3.2 Facility Controls – The permanent storage facility containing biohazards or organic matter has systems in place to prevent the exposure of hazards and noxious odors to Department employees and the public.

18.3.3 Physical Security – The Department's evidence and property facilities are alarmed and monitored 24/7.

18.3.4 Physical Security – Access to the Department's property and evidence facilities is restricted to authorized employees only.

18.3.5 Physical Security – The Department records the name, date, time, and purpose of persons who enter and leave the storage facility.

18.3.6 Physical Security – The Department provides additional security for guns, drugs, cash, jewelry, or other sensitive or valuable property, that is over and above that provided for other property and evidence.

18.4.1 Tracking – Evidence and property is packaged, individually tagged and logged into a centralized tracking system as soon as possible.

18.4.2 Tracking – Every piece of property and evidence is related to a report describing the circumstances of the seizure or custody by the Department.

18.4.3 Tracking – A tracking system accurately describes the current location of every piece of property and evidence.

18.4.4 Tracking – The tracking system accurately records the movement of every piece of property and evidence by date, location, reason, and person.

18.4.5 Tracking – Drugs are weighed using a calibrated scale whenever they enter or leave the secure facility.

18.5.1 Purging – The Department has a policy regarding the release of property.

18.5.2 Purging – The Department has policies requiring efforts are made to identify and notify owners or custodians of recovered property.

18.5.3 Purging – Property containing hazardous materials, biological hazards or other materials restricted by State or local health regulations is disposed of properly.

18.5.4 Purging – When property is sold, the disposition of the money received is accounted for and recorded according to State law.

18.5.5 Purging – The Department destroys illegal drugs, contraband and other illegal items by methods that are safe. Documentation of destruction is maintained according to the State's retention schedule.

18.6.1 Audits – The Department ensures that an audit of the property and evidence is conducted at least annually.

18.6.2 Audits – An audit of property and evidence is conducted whenever a new employee is assigned responsibility of the property and evidence function.

Findings:

The Evidence and Property Room is staffed by one civilian employee who has been a member of the Department for about 20 years. This individual has served in this role for 10 years and adopted the assignment from a patrol officer who preceded her. The Evidence Officer is supervised by the Assistant Chief who also serves as an alternate evidence officer when the assigned officer is not available. The Evidence Officer has announced plans to retire in the very near future.

The LEMAP team did not discover any glaring deficiencies or problems after a thorough inspection of the Evidence Room and function. Evidence and property can be accurately tracked from intake to release or other disposition and several items checked found nothing that would be concerning. Audits are being conducted quarterly by the Commander, who is not in the chain of evidence and there are periodic 100% inventories of major items such as drugs, money and guns. Although there were no significant deficiencies, and good controls appear to be in-place, there are areas of this important function that can be improved.

The LEMAP team found that officers and detectives need to take a larger part in assisting the evidence personnel in managing property they have submitted into evidence. Currently, if a case is inactive or otherwise closed there is no mechanism in-place for the investigating officer or detective to alert the evidence officer to dispose of any property or evidence in the Department's custody. Further, should the prosecutor communicate a cases status with the investigator where the property could be disposed of, there is no process in place for the officer or detective to alert the evidence officer that the case is closed. Currently, the evidence officer is expected to independently and randomly research case statuses, contact the involved officers, and request disposition of the evidence item. This is an inefficient use of the Evidence Officer's time and the responsibility for the clearance and permission to dispose of property should rest with the officer.

The LEMAP team also encourages more restricted access to the evidence storage area. Once an item of evidence passes from the hands of an officer to the evidence officer that item is the responsibility of the evidence officer. Their integrity, and more importantly the integrity of the evidence storage process by the Department, is at risk if proper and consistent measures are not adhered to. When the evidence officer is on leave a consistent substitute should be appointed and that appointment should be documented by the Chief (or designee) and filed in the evidence area. The substitute should account for all entry in/out of the evidence room during the regular evidence officer's absence and should make personal note of their activities.

During the onsite one of the LEMAP team members reviewed the evidence vault entry log and found that an entry was made by the alternate evidence person without signing the log. This was discovered in a record of property release where the alternate evidence person entered the vault to release an item of evidence, in the evidence officer's absence, and there was no accountability of entry or exit to the area. Those tasked with the custody of the property room must be mindful of their responsibility and adhere to processes in place.

Additionally, the temporary holding/evidence locker procedure needs to be reviewed and updated. Currently, the locker allows an officer or detective to store evidence in the temporary

locker for an indefinite period of time. The intent is for the officer to have the ability to temporarily secure evidence during their shift with the intent that they book the item before they go home. With the current process there is no defined protocol for how long the item can be held in temporary storage. Although the officer retains the key to the locker there should be defined protocols in place where all property taken into custody by any officer is booked into evidence before the end of their shift. The LEMAP team recognizes this is a burden to the officer, this process is fundamental to responsible evidence handling that absent extraordinary circumstances, approved by a supervisor and documented by the officer, speaks to the responsibility of the officer and integrity of the Department and must be adhered to. This level of care and handling of evidence is a WASPC accreditation standard and industry best practice.

When interviewing officers about evidence processes several expressed interest in a different alternative to storing items that require refrigeration. Currently, there is one refrigerator for items requiring refrigeration; however, once one item is placed in the refrigerator and secured no one else can use it until it is cleared by evidence personnel. This can be problematic if a need arises to store additional refrigerated evidence during a time when the current refrigerator is secured with other evidence.

During inspection the team noted that safes and securable file cabinets are used within the evidence vault for securing drugs, money and guns. Additional security for rifles includes glass cases with clear glass doors and small luggage padlocks. These types of superficial measures look good but actually provide a false sense of security. Most contemporary evidence storage vaults take additional measures and store highly sensitive evidence items in separate, more intensely fortified, safes and lockers within the evidence vault. Additional measures for sensitive evidence items offer a level of protection for both the evidence officer and the Department from unwarranted claims.

The team also found that the evidence function is supported by an antiquated records system that makes the task of running the evidence and property room much less efficient than it should be. Most of the procedures that are in place today are the same ones that were created by the police officer assigned to the evidence room well over ten years ago. A focused reliance on hard copy paper documents is practiced in the recording and tracking of property and evidence. Stacks of documents and loose leaf binders are visible throughout the property room and there is little use of paperless systems to enhance efficiency and accountability. The Department purchased a bar code system scanner years ago to enhance the property management function but it is not being used to its potential.

The LEMAP team urges Fife PD to modernize the procedures and practices in property room management. Implementing electronic enhancements, such as bar coding and a contemporary records management system, can facilitate the inventory process and ensure seamless retrieval of property room records. Hard copies of records have obvious limitations and inefficiencies and currently Fife PD doesn't know what they are missing with modern equipment and processes because they have lived with the old system for years. The increased efficiency created by converting to a modern system can free up the evidence technician to perform other tasks such as assigning them a broader support role to both detectives and officers or other duties that could benefit the Department.

The current evidence officer recognizes the need to implement modern practices and efficiencies into the Fife PD Evidence function. They also agree that increased duties such as that of a true evidence technician to assist officers and detectives in the field with processing would benefit the Department. With retirement pending for this employee, the LEMAP team recommends the Department move swiftly to designate a replacement that can cross train with the current evidence officer before their retirement date. Given the significance of this position the LEMAP team recommends an open, public, competitive process to fill the vacancy. Under no circumstances should the recruitment and hiring process be compromised by handing the position to a current employee that would like an increase in pay and responsibility.

Recommendations:

- 18.1 Place copies of the WSP Physical Evidence handbook in the evidence processing room and Lieutenants office area. Updated copies are available online.
- 18.2 Develop policy and enforce protocols where property taken into the Department's custody by an officer is booked into evidence by the end of their shift.
- 18.3 Assess the current storage capacity for refrigerated evidence items and make arrangements for contingencies.
- 18.4 Unfettered access to the evidence room should be restricted to employees who have a need for daily access to the secure evidence storage vault. It appears that the only person meeting that standard is the Evidence Officer. Everyone else requesting, or requiring, access to the storage area should be accompanied by the Evidence Officer (or substitute) and sign in upon entry and exit to the storage area.

Currently, vehicles that are retained as evidence (not traffic related impound) are tracked by the Detective Lieutenant, not the Evidence Officer. The Evidence Officer should be in charge of ALL evidence, including vehicles. Chain of evidence records and disposal records should be consistent.

- 18.5 Require officers and detectives to take a much more active role in the management of evidence items they submit and ultimately purge from Department custody. Officers should be judicious and thoughtful with every item seized as evidence and the same care should be taken as the item is ultimately disposed of or returned to owner. Officer/detective involvement is central to the timely purging of evidence and property taken for safekeeping.
- 18.6 Review and update the current practice for disposition of cash. Ensure that cash is accounted for, from booking to release, by two officers. Large sums of cash should not be stored (long term) in the evidence vault. Whenever possible, cash should be accounted for and promptly deposited in a bank account managed by the City, unless there is actually evidentiary value (not captured by photography) of the currency or instrument. Additionally, review current security measures within the storage vault for sensitive

evidence items and consider providing fortified storage devices as an added layer of security.

Facilitate a complete audit of all evidence when the new evidence officer is hired. Replacement of the current evidence officer should be a top Department priority.

Chapter 19—Prisoner Security

WASPC Accreditation standards for this chapter include:

- 19.1.1 *The Department has guidelines governing the methods and use of restraining devices used during prisoner transports.*
- 19.1.2 *The Department has guidelines for transporting the sick, mentally ill, injured and disabled prisoners*
- 19.1.3 *The Department requires transporting officers to conduct a thorough search of prisoners prior to transport.*
- 19.1.4 *The Department requires a thorough search of all vehicles used for transporting prisoners before and after transport.*
- 19.1.5 *The Department has procedures for officer transporting prisoners for safety and security of firearms, removing restraining devices, delivering documentation to receiving personnel, and advising receiving personnel of any potential medical or security concerns or hazards posed by the prisoner.*
- 19.1.6 *The Department's temporary holding facility includes access to shelter, warmth, potable water, and a toilet.*
- 19.1.7 *The Department has procedures for using temporary holding facilities.*
- 19.1.8 *The Department has procedures for non-secure holding of juveniles who are status offenders.*

Findings:

Fife PD has both holding cells and a full jail facility. Officers are fluent in the handling and security of prisoners. Although outdated, the existing policy is comprehensive and covers the WASPC accreditation standards completely. The LEMAP team did find parts of the current policy manual confusing because policy topics and language moved awkwardly back and forth between policy for holding cells and those for jail operations. When the new policy manual is installed there needs to be clear demarcation between jail policy and policies that cover holding cells to ensure consistency among all employees tasked with handling prisoners.

Interviews with officers and a tour of Fife PD by the LEMAP team revealed that policy is being followed. One of the holding facilities had explicit instructions for the handling of status offenders to include the fact that those offenders were not to be held in a locked holding cell. However, one of the LEMAP team members went into the room to make a phone call and discovered that the door automatically locked. This may have been an anomaly but staff needs to take steps to ensure that rooms used to hold status offenders are not locked.

The only other operational gap was in policy 38.00.07 which calls for in-service training on custody topics ranging from handling of juveniles to legal issues involving prisoners. The LEMAP team is unclear whether this policy is being followed consistently because training records on this area were not asked for. The policy is contemporary and if it is not being followed it should be so that the Department can confirm that steps are being taken to ensure that relevant training is delivered to all employees that handle prisoners.

Recommendations:

- 19.7 Develop separate policies that cover jail operations, holding cells and responsibilities of officers transporting and handling prisoners.
- 19.8 Take steps to confirm that juvenile status offenders are not being held in a locked interview room. Perhaps reverse the locking mechanism so that room is normally unlocked and are only locked when steps are taken by employees to secure the room.

Chapter 20—Department Facilities

The WASPC Accreditation standards for this chapter include:

- 20.1.1 *The Department has a published telephone number that is answered by a trained employee during regular business hours.*
- 20.1.2 *Victim and witnesses are interviewed in locations that are separated by sight and sound from the public areas of the facility.*
- 20.1.3 *Police employees are physically separated from the public by either a three-foot minimum distance or a physical barrier.*

Findings:

The purpose of this chapter is to ensure that the Police Department is accessible to the community, including those residents that cannot travel to the headquarters station. Fife PD resides in a 20 year old building that is shared by the municipal court and contains the City jail. One must pass through a magnetometer for screening before being pointed toward the front counter area of the PD.

Although not particularly welcoming, police employees are physical separated from the public by two small "citizen windows." The Chief's confidential secretary sits behind one of the small windows and if they are not available the other window allows contact with the dispatch center. Finally, the dispatch center also has a "citizen window" (highly unusual in dispatch industry) for its personnel to release public records requests after business hours and act as the primary public contact point after hours and when the confidential secretary is not available. Interview rooms, located in the center of the building, are separated by sight and sound from the public areas of the facility.

Recommendations:

- 20.3 Close the citizen window in the dispatch center. Primary purpose of this window is to allow the release of public records. RCW 42.56.090 identifies times for inspection and copying of records which states, "public records shall be available for inspection and copying during the customary office hours of the Department." When the confidential secretary or other staff is not available to greet the public, close the police lobby and post a public number for non-emergency police contact.

LEMAP
 Loaned Executive Management Assistance Program
 August 14, 2012

SECTION 1 – ADMINISTRATIVE STANDARDS

Chapter 1 – Goals & Objectives		
<u>Recommendations</u>	<u>Steps Taken</u>	<u>Timelines</u>
1.1 The Departments should complete a strategic planning process sooner rather than later. This strategic plan should include input from members of the Department, city staff, City Council members, and various community stakeholders. The plan should clearly identify specific objectives the Department needs to accomplish in the next five years.	Working with our external consultant, this process has been outlined and is scheduled to take place the first part of September.	September, 2012
1.2 Create an annual report. The report should clearly state the mission statement, values, vision, and major accomplishments of the Department over the past year. In addition, it should include basic crime statistics, budget information, and positive commendations of those who were promoted or received awards of note.	This had been done for years but was stopped by our previous City Manager. This will be implemented and distributed upon completion.	January, 2013
1.3 Currently there is no direct relationship between the Department's mission statement and performance evaluations. Consider directly linking these together. Include the text of the mission statement in every evaluation and have supervisors go over it during the annual evaluation process with employees.	A police specific evaluation format is being researched with Human Resources and once one is identified, input will be gathered from staff.	Will be implemented for the end of the 2012 personnel evaluation process.
1.4 Create clear written annual goals and objectives. Review them during the first quarter of the subsequent year and communicate accomplishments of the Fife Police Department to all employees on at least a semi-annual basis.	This process is being done in conjunction with 1.1 and 1.3 above.	September, 2012
Chapter 2 – Role and Authority		
<u>Recommendations</u>	<u>Steps Taken</u>	<u>Timelines</u>
2.1 Policies in this section are primarily covered in Chapter 23 of the Policy and Procedure Manual. Given the critical nature of activities surrounding individual rights, the Department should consider initiating legal update training for all police officers and employees who may encounter criminal procedure issues. Changes in case laws can impact the policies found in this chapter and annual refresher training can be helpful. Training of this nature can be facilitated by prosecutors handling misdemeanor cases for little or no charge.	Prosecutors currently will supply written procedure and analysis memos to staff on an as-needed basis. Pierce County Prosecutor's Office has begun making annual visits to departments for roll call based training to outline what they need specifically in their cases. This training will be expanded with the new policy implementation.	Currently in place and will continue to be expanded in 2013.
2.7 Develop and implement a policy that clearly outlines officer and Department responsibilities when handling foreign nationals.	New policy development and implementation is in progress.	In process

Chapter 3 – Use of Force		
Recommendations	Steps Taken	Timelines
<p>3.1 The Fife PD policy manual section that addresses Use of Force covers a wide variety of highly sensitive subjects in a broad, sweeping manner. These subjects may be better served if broken down into smaller, more specific chapters that provide clear direction on standards and expectation of employees.</p> <p>Continued use of the current manual places the Department at significant risk. The manual has not been maintained; therefore, it would be difficult to enforce various policies to ensure accountability among members of the Department. More important, an outdated use of force section provides confusion and inconsistency in an area of police operations that demands clarity. Hopefully, the installation of training of Lexipol will clean up this critical area of police operations.</p>	<p>New policy development and implementation is in progress. Associated training and updating is incorporated in the process along with a method that includes ongoing updates and modifications.</p>	<p>In process</p>
Chapter 4 – Management, Staffing, Organization and Utilization of Personnel		
Recommendations	Steps Taken	Timelines
<p>4.1 The Assistant Chief position must continue to be developed into a strong administrative position that is an asset to the Chief. In addition to the usual administrative duties assigned to the Assistant Chief, this position must also be used as a mentor to assist in the development of future leaders and supervisors within the Department.</p>	<p>Reorganization of the department structure will be implemented the 4th quarter of 2012 that allows the Assistant Chief to expand into the operations component of the department while the Commander position transitions into the areas of administrative support and logistics previously held by the Assistant Chief.</p>	<p>October 1, 2012</p>
<p>4.2 The Lieutenants must be mentored and developed into strong and well-rounded first line, with gravitation toward mid-level managers. Lieutenants with inexperience are an organizational weakness that must be corrected. Solutions could be to invest in training and outside mentoring opportunities to develop Lieutenants with potential to be better supervisors and leaders. The Chief may want to consider seeking assistance from outside agencies that have veteran first line supervisors who would welcome the opportunity to participate in a mentoring program.</p>	<p>Lieutenants have a varied level of leadership training ranging from Command College to First Level Supervision. 2012 has been dedicated to developing the skills and abilities of management team.</p> <p>Other training alternatives and classes made up of external supervisors will be included in this process.</p>	<p>Has been an ongoing process in 2012 and will continue at the same level in 2013</p>
<p>4.4 Conduct a workload analysis and redistribute duties more equitably. This type of analysis is arduous and time consuming but essential in the current fiscal climate police departments are working in. Work to be done includes:</p> <ul style="list-style-type: none"> • Re-evaluate the Commander position and assess if it can be better utilized within the current department framework. • Consider spreading out the supervision of specialty assignments to Lieutenants. This creates better accountability, provides a different view, tests the skill set of staff and broadens the experience and knowledge of the Lieutenants. • Look for increased efficiencies by spreading the senior command workload between the Chief and the Assistant Chief • Review the SRO position; confirm it brings value added attributes to the mission of the Fife PD. • Include a thoughtful and robust review of the Detective unit to ensure every position is essential and justified. The unit clerk should be part of this assessment. • Identify areas of additional workload capacity and fully utilize those positions. 	<p>After analyzing this position, a restructuring of the department was done.</p> <p>Each supervisor currently has additional responsibilities and capacity. A analysis will be conducted at the end of 2012 for reassignments, expansion of responsibilities, and balance</p> <p>Department restructuring allows for more consistency of work assignments in these positions. They are currently being evaluated as long term projects and grants are being closed out and finished by the end of the year.</p> <p>The SRO position has been continued through the school year 2012-2013. A meeting with school personnel regarding the person and the position was held in June 2012 and the SRO was scheduled for 2013.</p> <p>A preliminary assessment was completed for the Investigations team in 2012. Additional assessment and efficiency analysis needs to be completed.</p>	<p>September 1, 2012</p> <p>4th quarter 2012</p> <p>2012, ongoing process</p> <p>SRO assessment to ensure efficiencies and accountability 2012.</p> <p>First phase completed. Second phase 2013.</p>

Chapter 5 – Records Management		
Recommendations	Steps Taken	Timelines
<p>5.1 There are several steps that should be taken, as a starting point, to ensure that the police records function is operating with standardized processes. These include:</p> <ul style="list-style-type: none"> • Hire a civilian manager for the Dispatch Center and Records Management functions to ensure the consistency of training, procedures and first line supervision. • Train all dispatch personnel uniformly to ensure all procedures are being followed in the same manner and within state and federal mandates related to the handling of police records. • Develop a training manual for all new hires to ensure consistent training and retention of personnel. 		
	This position was laid off due to budget constraints in 2012. This area is under Commander Floyd, and with department restructuring, the Commander will have more time to dedicate to this division and to coordinate with other city personnel with overlapping functions and responsibilities.	Currently in place, but will be expanded beginning the 4 th quarter of 2012 to an ongoing process.
	Consistency of training and policies has been implemented. New policy procedures and implementation process for the department includes the Communications division and related policies.	Currently in progress and scheduled to be completed in 2013.
	With sporadic hiring, our current training manual becomes outdated quickly. It is revisited when someone is hired.	Currently in process and scheduled to be completed in the 4 th quarter of 2012.
<p>5.4 Access to police records must be limited to Records staff or employees responsible for managing police records. Develop protocols where only authorized records personnel/dispatchers have access to police records to ensure the safety and security of those instruments.</p>	Facility limitations are a major hurdle. The amount of area that our records requires is triple what the building had for an original design and creates many challenges. Records are secure, but not an efficient process	2013 capital request sent to City Council. Security measures enhanced in 2012.
<p>5.5 Dissemination of public documents is complicated and requires regular in-service training to stay abreast of changes in the law. The following are steps that the LEMAP team recommends to ensure that Fife PD develops protocols so that they are protected and the public has proper access to records that the Police Department is currently the steward of:</p> <ul style="list-style-type: none"> • Implement the Secretary of State's request for In-House Destruction for Local Governments (GSS-09-06) to comply with RCW 40.14.060, WAC 434-610.070, WAC 434-640-010, 020, and 030 and maintain a certification for destruction from vendor destroying records series. All forms can be downloaded from the Secretary of State's website. • Develop public records requests in compliance with RCW 42.56 and that they are linked with those in place at the Fife City Clerk's Office. • Coordinate with City Attorney and Clerk's Office to establish appropriate fee for 911 and video recordings to allow Department to be in compliance with RCW 42.56. 	Department restructuring of assignments allows for Commander Floyd to oversee this process.	4 th quarter 2012
	Destruction schedule is currently followed. Onsite certified destruction via a local vendor is in place and being used.	Implemented 2012.
	Requests and forms have been updated. A current change in the city fee structure system needs to be implemented.	3 rd quarter 2012
	Current change in city fee structure system needs to be implemented.	3 rd quarter 2012

Chapter 6 – Information Technology		
<u>Recommendations</u>	<u>Steps Taken</u>	<u>Timelines</u>
6.2 Conduct annual mock audits of use of the ACCESS/CJIS system by Fife PD's TAC. Consider using one of the ACCESS auditors who are often available and willing to help, as a guide to facilitate and target problem areas during the mock audit.	Tri-annual audits are conducted by ACCESS, with successful completion in 2012. This unit has been assigned to Commander Floyd for several years, but new assignments will allow an Increased ability for audits to be conducted.	In process, ongoing
Chapter 7 – Unusual Occurrences		
<u>Recommendations</u>	<u>Steps Taken</u>	<u>Timelines</u>
7.1 Update and train to a contemporary policy that covers response and recovery to unusual occurrences as one of the highest priorities for the Department. All employees need to have a clear framework for responsibility should they be expected to respond to an unusual occurrence. This is best reinforced by exercising with local mutual aid partners under simulated conditions.	Emergency Management and unusual occurrences are covered by current city policies with new policies being implemented and developed as needed. Exercises for emergency management are conducted annually.	In process, ongoing
7.2 Take steps to ensure 24/7 supervisory coverage to best manage responses and requests for mutual aid and any unusual occurrence or emergency.	The adjusting of the supervisory positions is scheduled to be done no later than December 1, 2012.	In process
Chapter 8 – Health and Safety		
<u>Recommendations</u>	<u>Steps Taken</u>	<u>Timelines</u>
8.6 Identify a subject matter expert that can become fluent in processes for handling employees who have experienced a blood-borne pathogen exposure. Ensure that this individual receives regular updated training, keeps policy current and delivers annual training to staff.	New and updated training has been identified and will be addressed when the workload is balanced for supervisors and personnel.	4 th quarter 2012
Chapter 9 – Fiscal Management		
<u>Recommendations</u>	<u>Steps Taken</u>	<u>Timelines</u>
9.2 Prior to budget development, solicit entire staff for budget suggestions that are vetted through the chain of command. As suggestions are declined or accepted, report back to employees their status. This is a small step that promotes inclusiveness and can advance Department trust.	Department wide solicitation is currently in place and routed through chain of command. A new form has been created and implemented to help ensure the requesting staff knows the status of their budget request. This process has been expanded to include lieutenants in the screening process, not just the Command Staff prioritizing the requests.	In process, ongoing
9.3 Department policy calls for approval of expenditures and periodic auditing as the Chief's responsibility. Set spending approval limits starting with Lieutenants and increasing up the chain of command.	Our current city purchase order system requires the Chief's signature on all expenditures. Chief's spending limit was recently increased from \$1,000 to \$5,000 by our City Manager. Department issued P-cards with spending limits of \$1,000 have been given to all personnel who might do purchasing.	Completed
9.7 Notify all employees to follow the Department's Fiscal Management (13.05.01) for the collection of cash and immediately cease the collection of cash or checks without writing a receipt. Develop a secure procedure when forwarding cash and checks to Chief's Confidential Secretary.	The process was fixed immediately upon being identified.	Completed
9.7 Audits are an essential part of Department operation and efficiency that links directly to public trust and confidence. Establish practical and responsible auditing policy and adhere to it. Consider conducting at least one audit per year, in each area that handles cash, which is unannounced and involves auditing staff from outside the chain of command.	This is done currently by City Finance personnel.	Already in place

9.7 Given the infrequent use of petty cash, consider eliminating as part of the Department operation and replace with a procurement card (P-card) system. Most purchases made with cash could be made with a P-card and it lessens the burden on staff and reduces Department liability.	The petty cash system was eliminated April 18, 2012.	Completed
Chapter 10 – Recruitment and Selection		
<u>Recommendations</u>	<u>Steps Taken</u>	<u>Timelines</u>
10.1 Update and institutionalize Department policy. Current practices are in line with industry best practices and once the policy is updated this area will be sound.	New policy development and implementation is in process to match our current practice. Department process greatly exceeds requirements.	In process
Chapter 11 - Training		
<u>Recommendations</u>	<u>Steps Taken</u>	<u>Timelines</u>
11.2 As part of the FTO system install components that:		
<ul style="list-style-type: none"> • Offer an evaluation system that measures the performance of individual FTO's while serving in that role. 	Had previously been identified, currently being developed.	In process
<ul style="list-style-type: none"> • Develop policy that governs and defines general requirements for the extension of a training block or ultimately the extension of probation. 	Had previously been identified, currently being developed.	In process
<ul style="list-style-type: none"> • Ensure that monthly performance reports for officers on 'solo' status are generated and forwarded to the Operations Chief/Commander. 	In place.	Completed
<ul style="list-style-type: none"> • Direct the Operations Chief/Commander to author an end of probation report, at least 30 days prior to the recruit's end of probation, to the Chief recommending retention, extension of probation, or dismissal. 	A new policy and outline is being developed and will be added to our new policy and FTO manual of any new hired personnel.	In process
11.5 Implement an annual in-service training program where all employees receive contemporary information that meets state standards and helps them be more effective at delivering police services in Fife. At minimum this program should require:		
<ul style="list-style-type: none"> • Officers review use of force and deadly force policies on at least an annual basis. Supplement learning by applying a short quiz to the review. 	DT instructors are developing additional curriculum. The new policy manual will also cover development and implementation of all use of force and deadly force issues and topics.	In process
<ul style="list-style-type: none"> • Classroom and practical training skills in the use of assigned less/less than lethal weapons. Less lethal should be reviewed at least annually. Less than lethal should be reviewed at least every two years. 	Range personnel covered this in April 2012 and this is a part of our ongoing training curriculum that is being developed for classroom and practical training. This policy component is revisited through the new policy development and implementation process that is in progress.	Completed In process
<ul style="list-style-type: none"> • Regular recurring block of legal training. Use of local or county prosecutors/legal staff is encouraged to not only authenticate training but enhance relationships. 	Prosecutors currently supply written procedure and analysis memos to staff on an as-needed basis. The Pierce County Prosecutor's Office has begun making annual visits to departments for roll call based training to outline what they need specifically in their cases. This training will be expanded with the new policy implementation.	Completed In process On going
11.7 Encourage a standard where all supervisors engage in annual leadership or supervisory training. All employees experiencing outside training should be expected to share (summarize) those training outcomes with their peers.	Extensive training in 2012 has been completed and will continue through 2013. Training debrief and overview plans will be implemented	Completed In process On going

Chapter 12 – Performance Evaluation		
12.1 Institute a culture where evaluations become a valued and meaningful part of the organization. Steps to achieve this include:		
<ul style="list-style-type: none"> Develop policy language that clearly identifies evaluation frequency and what to do following a change of rater due to rotation, promotion, etc. 	This is addressed in the new policy development and implementation covered by Chapter 1 above	In process On going
<ul style="list-style-type: none"> Facilitate a complete transparent review of the current evaluation instrument that transcends the chain of command. Metrics should link to mission, vision, value statements and include those traits sought for promotion to the next level of the organization. If promotion is not an option, collaboratively establish metrics that foster high performing employees based on organizational values and customs. 	See above	In process On going
<ul style="list-style-type: none"> Stay away from numerical or subjective rating systems. Encourage narrative reporting against established and published performance standards that are communicated to staff. 	See above and Chapter 1.	In process On going
<ul style="list-style-type: none"> Employ evaluations as part of the promotional process and ensure evaluation review as part of promotion is communicated to effected employees. 	See above and Chapter 1.	In process On going
12.2 After successful completion of the FTO program, probationary officers should receive monthly written evaluations of their progress to help ensure clear direction. Probationary officers should rotate, during probation, across different shifts and their progress should be reported, in writing to the Chief, at the time of each move. Each shift demands a different set of skills and officers should have opportunity to experience all of them.		
<ul style="list-style-type: none"> As the probationary employee approaches the end of probation, the senior division commander should meet with the employee and author a final recommendation on retention to the Chief. 	See above and Chapter 1.	In process Ongoing

Chapter 13. – Code of Conduct

Recommendations	Steps Taken	Timelines
13.1 Ensure all employees, especially new employees, are trained and familiar with the Department Operations Manual. It was clear during interviews that many had never seen the Manual and even fewer had taken the time to read and commit to memory key policies. Require fluency in these policies and test on key concepts to ensure competency.	Our policy manual has been on the department common drive for several years. New policy manual includes a process that has a series of ongoing testing of material that is in the manual and updates with officers at scheduled intervals.	Completed In Process Ongoing
13.2 Although the City has a contemporary Workplace Harassment policy, a similar policy needs to be installed at the Police Department. The policy must reflect current best practices and should specifically include clear language that prohibits all types of harassment and includes language that identifies “whistleblower” conditions and protections.	City policy manual and individual policies are distributed and/or available to all city staff. Department policy manual and policies mirrors City Hall policies. The new format is covered by the new manual that is being developed and implemented.	Completed In Process Ongoing

Chapter 14 – Internal Affairs		
Recommendations	Steps Taken	Timelines
<u>Complaint Intake:</u>		
14.1 All complaints should be documented or at least logged and reviewed by the Chief or Assistant Chief periodically throughout the year.	New form and procedures currently under development.	In progress Completed 4 th quarter 2012
14.1 Initial complaints should be forwarded to the Chief for classification.	New form and procedures currently under development.	In progress Completed 4 th quarter 2012
14.1 Complaint processing should be consistent throughout the Department.	Process already in place.	
14.1 All complaints and allegations of misconduct should be investigated, not just reviewed.	Process already in place.	
14.1 The complaint form must be simple and straightforward. The LEMAP team was able to review one form in English; additional versions in appropriate languages based on the community make up should also be available.		4 th quarter 2012
14.1 Assistance should be available to persons incapable of filing complaints. Anonymous complaints should be taken. All complaints should be investigated.	Currently in place.	
14.1 Legal counsel for the City should promptly notify the Department whenever civil claims are filed involving Police Department members. The Department should investigate every significant claim.	Our City Clerk receives claims and has begun notifying the PD when one is received that involves this department. Legal normally communicates directly with the City Manager.	
<u>Investigations:</u>		
14.1 The Chief needs to identify a supervisor in the Department who will become the agency's Internal Affairs investigator and subject matter expert in this area. Selection of the right person is a vitally important component of restoring trust and confidence to the Department. A clear framework for this person to work from needs to be established by the Chief and communicated to the Department. This framework should include:		
<ul style="list-style-type: none"> • Select the right person for this investigative responsibility. This person should have standing and credibility among Department members. 		
<ul style="list-style-type: none"> • The investigator is a fact finder. At no time during the investigative process will they be asked to make a finding or recommendation on discipline. Once the Chief makes a finding, and if they are part of the employee's chain of command, they may be asked for input on employee sanctions. 		
<ul style="list-style-type: none"> • The person will receive contemporary training focused on internal investigative practices that include organizational requirements such as labor agreements and procedures. Investigation files should be completed and organized in a consistent manner that include: <ul style="list-style-type: none"> ✓ The complaint ✓ Allegation Summary ✓ Findings of Fact ✓ Statements ✓ Correspondence to Chief ✓ Final Notification to Complainant 	We are working to ensure consistency of files and the format needs to be developed to address this issue.	4 th quarter 2012
<ul style="list-style-type: none"> • The LEMAP team recommends this person develop a mentor from a Department that conducts internal affairs investigations on a regular basis. 	WSP has offered assistance for the identified investigator through a shadow process.	
<ul style="list-style-type: none"> • Once trained and after time in the position, they will become the agency's subject matter expert and will provide periodic training to Department staff. 		

<u>14.2</u> Certain investigative practices should not be allowed. Group interviews of officers and pre-interviews before recorded statements should be prohibited.	Current Practice.	
<u>14.2</u> All interviews should be recorded.		
<u>14.2</u> All officers witnessing but not participating in the alleged misconduct should be investigated as to the role they played.	Current Practice.	
<u>Adjudication:</u>		
<u>14.1</u> Findings that are not sustained are insufficient to administer discipline; however, the complaints should be available for review in future investigations and employee evaluations.		
<u>14.1</u> All findings should be available for the purposes of training, counseling and assignment.		
<u>14.1</u> Findings must be based on all available evidence and a preponderance of the evidence standard, not beyond a reasonable doubt standard.	Current Practice.	
<u>14.1</u> Information should be utilized in performance evaluations and officers should be evaluated on their willingness and ability to correct unacceptable behavior.	Current Practice.	
<u>14.1</u> Complainants should be updated on the status of complaints at least every 30 days. Once the investigation is complete the complainant must receive written notification of the conclusion of fact and complaint disposition.	Conclusion notification is current practice.	
<u>14.1</u> The Department should implement an early warning system. Incidents to be tracked should include use of force, injuries to prisoners, arrests for resisting and obstructing, firearm discharges, complaints, criminal/civil claims, vehicle pursuits, disciplinary action imposed, automobile accidents, and attendance/absenteeism. Data collected should be analyzed and follow up with problematic employees should be initiated and results documented to an evaluation file.		In progress

SECTION 2 – OPERATIONAL STANDARDS		
Chapter 15 – Patrol Function		
Recommendations	Steps Taken	Timelines
15.2 Without belaboring the obvious, the Department needs prompt policy development on the use of in-car video including download and retention of media that is in compliance with state retention guidelines. Consider a capital request to ensure all patrol cars have in-car video installed in them.	Existing policy is being reviewed and is included in the policy development and implementation that is in progress. We are currently evaluating our hardware and system inventory. We will address needed units for all patrol vehicles for Council direction and consideration in the 2013-2014 budget process.	In process
15.4 The LEMAP team also recommends:		
<ul style="list-style-type: none"> Conduct a staffing study that explores necessary requirements for Fife PD to have 24/7 supervisory coverage. The study should incorporate 24/7 demand based staffing considerations based on calls for service around the clock. This type of review may result in the elimination of the squad system but is essential to efficient use of human and capital resources. 		In process Ongoing
<ul style="list-style-type: none"> Continue work with the consultant currently being used to evaluate and recommend improvements to organizational communication. Publish outcomes and recommendations to all employees and institutionalize recommended communication practices and strategies. 		In process Ongoing
<ul style="list-style-type: none"> Senior commanders need to be more visible and communicate with all employees beyond business hours. 	Attendance at staff briefings by the Commander was implemented 2 nd quarter of 2012.	Ongoing
<ul style="list-style-type: none"> Remind the Department of the importance of the chain of command and use it. Encourage supervisors to manage up the chain. Senior admin must work to restore relationships with first line supervisors as trust and confidence are cornerstones of the operational platform. 	Extensive time and training has been utilized in 2012 and is committed through the remainder of the year and in 2013.	In process Ongoing
15.5 Update policy regarding emergency operations of police vehicles including code runs, pursuit management, reporting and critique.		In process
15.7 Review current policy involving officer/employee involved domestic violence incidents to ensure it aligns with the current WASPC model policy.	Review completed.	Current practice
15.8 Build contemporary policy on the handling of runaways, missing persons and clearly define Amber Alert protocols and responsibilities.	Department supervisors attended regional Amber Alert training. Policies will be reviewed and modified as needed.	In process
Chapter 16 – Traffic Function		
Recommendations	Steps Taken	Timelines
It is obvious to the LEMAP team that traffic enforcement is a priority for Fife PD and this component is strong and works well. Although not connected to any standard related to traffic enforcement, the LEMAP team offers the following for consideration:		
<ul style="list-style-type: none"> Use the idle motorcycles or surplus them. They are an expensive capital asset that requires highly trained operators to use them in an enforcement capacity. Motorcycle operation is a perishable skill and officers who operate them on a periodic or infrequent basis for enforcement in a city as congested as Fife are engaging in very high risk activity. 	We reviewed the need for usage of our motorcycles. We have assigned one unit to Officer Eugley to begin implementing into patrol and have identified another officer interested in using a motorcycle for patrol. We are currently locating training for the second officer.	In process of implementation of current officer. The second officer is dependent on training availability in the 3 rd quarter, 2012.
<ul style="list-style-type: none"> Given the extraordinary volume of truck traffic in the city, the LEMAP team recommends assigning the CVEO officers on a much more frequent basis. 	Due to our staffing shortage/levels, truck enforcement has had to be reduced to approximately ten hours a month. Several officers have a strong desire to learn and work with commercial vehicles.	Fiscal component (unknown)
<ul style="list-style-type: none"> Ensure the accident technicians have current training on use of the Total Station and keep in practice with its operation. 	Specialty training and refreshing without utilizing overtime funds is challenging with staff shortages and staffing levels.	Fiscal component (unknown)

Chapter 17 – Investigative Function		
Recommendations	Steps Taken	Timelines
17.1 Consider expanding the role, expertise and willingness of the Administrative Assistant/Crime Analyst to that of a tactical crime analyst that publishes information and directs enforcement resources to crime activity “hot spots”. This role can act as a steering wheel that points police officers to problem areas whose work can eliminate crime and enhance the feeling of safety in the community.	While already making great progress in this area, daily task requirements do not allow the expansion of this position without additional personnel.	Fiscal component (unknown)
17.3 Update Department policy and incorporate the Pierce County Prosecutor investigative standards for child sex investigations.		In process
17.6 Establish a policy for the investigation of identity theft crimes using the WASPC model policy as a guide.	This currently is being reviewed. We strive to fulfill the expectations of our citizens and businesses which have always been higher than in most other communities.	4 th quarter 2012
17.7 Make a decision on the use of confidential informants by local officers. Communicate the decision and if yes, ensure officers have current training and that a contemporary policy is in place that is backed up with procedures (including auditing procedures) for the handling of informants and buy funds. If no, or if the need for informant handling is so infrequent, turn the informant over to the Detective assigned to the local task force. This is a high risk activity that needs policy, training, and oversight.		Under review
Chapter 18 – Evidence and Property Control Function		
Recommendations	Steps Taken	Timelines
18.1 Place copies of the WSP Physical Evidence handbook in the evidence processing room and Lieutenant’s office area. Updated copies are available online.		
18.2 Develop policy and enforce protocols where property taken into the Department’s custody by an officer is booked into evidence by the end of their shift.	Policy and procedures being developed.	In process
18.3 Assess the current storage capacity for refrigerated evidence items and make arrangements for contingencies.		In process (Fiscal component)
18.4 Unfettered access to the evidence room should be restricted to employees who have a need for daily access to the secure evidence storage vault. It appears that the only person meeting that standard is the Evidence Officer. Everyone else requesting or requiring access to the storage area should be accompanied by the Evidence Officer (or substitute) and sign in upon entry and exit to the storage area. Currently, vehicles that are retained as evidence (not traffic-related impounds) are tracked by the Detective Lieutenant, not the Evidence Officer. The Evidence Officer should be in charge of ALL evidence, including vehicles. Chain of evidence and disposal records should be consistent.	The past practice was reviewed and has been changed. The new policies are covered in our updated manual process. Under review.	Completed In process In process
18.5 Require officers and detectives to take a much more active role in the management of evidence items they submit and ultimately purge from Department custody. Officers should be judicious and thoughtful with every item seized as evidence and the same care should be taken as the item is ultimately disposed of or returned to owner. Officer/detective involvement is central to the timely purging of evidence and property taken for safekeeping.	Procedures under review.	In process

<p>18.6 Review and update the current practice for disposition of cash. Ensure that cash is accounted for, from booking to release, by two officers. Large sums of cash should not be stored long term in the evidence vault. Whenever possible, cash should be accounted for and promptly deposited in a bank account managed by the City, unless there is actually evidentiary value (not captured by photography) of the currency or instrument. Additionally, review current security measures within the storage vault for sensitive evidence items and consider providing fortified storage devices as an added layer of security.</p> <p>Facilitate a complete audit of all evidence when the new evidence officer is hired. Replacement of the current evidence officer should be a top Department priority.</p>	<p>This issue is covered under current policy and practices.</p> <p>Needs assessment and is being completed</p>	<p>4th quarter Capital Request (Fiscal Component)</p>
Chapter 19 – Prisoner Security		
<u>Recommendations</u>	<u>Steps Taken</u>	<u>Timelines</u>
<p>19.7 Develop separate policies covering jail operations, holding cells and officer responsibilities for transporting and handling prisoners.</p>	<p>This is currently in progress, and the new assignment of Commander Floyd to Detentions will help to facilitate the completion.</p>	<p>In process Ongoing</p>
Chapter 20 – Department Facilities		
<u>Recommendations</u>	<u>Steps Taken</u>	<u>Timelines</u>
<p>20.3 Close the citizen window in the dispatch center. Primary purpose of this window is to allow the release of public records. RCW 42.56.090 identifies times for inspection and copying of records which states, “public records shall be available for inspection and copying during the customary office hours of the Department.” When the confidential secretary or other staff is not available to greet the public, close the police lobby and post a public number for non-emergency police contact.</p>	<p>This is being considered.</p>	<p>Decision to be made by end of 2012.</p>